

Tab 4: Project Narrative

3.8.4.1 – Statement of the Problem

The Hanley Center Foundation is requesting funding for a planning grant to launch a coordinated effort to improve the accessibility and effectiveness of treatment systems in Hendry County, Florida, for juveniles and adults with mental illness, substance abuse, and co-occurring mental health and substance abuse disorders. Through this planning grant, the Hanley Center Foundation and its partnering agencies will engage in a robust needs assessment and strategic planning process that will generate a plan of action based upon the Substance Abuse and Mental Health Services Administration (SAMHSA) Strategic Intercept Model.

a. Extent of the problem with local or state data analysis and trend data:

Hendry county youth are reporting a notable pattern of substance abuse that begins at a fairly young age. According to the 2014 Florida Youth Substance Abuse Survey, 56.4% of Hendry County youth have abused alcohol or illicit drugs, which exceeds the statewide average of 48.5%. This pattern of abuse reflects a current problem, given that **45% percent of youth reported abusing alcohol or illicit drugs in the past 30 days.**

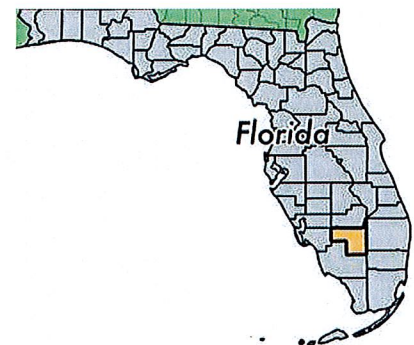
Table 1: Alcohol and Drug Abuse Reported by Hendry County Youth				
Substance	% of Middle School Students	% in Last 30 Days	% of High School Students	% in Last 30 Days
Alcohol	27.0%	14.2%	37.5%	19.4%
Cigarettes	9.7%	1.1%	22.4%	5.3%
Marijuana	9.3%	4.6%	23.5%	10.2%
Inhalants	7.4%	2.8%	1.9%	1.5%
Club Drugs	2.3%	0.8%	2.6%	1.6%
Hallucinogenic	2.8%	0.6%	2.7%	2.2%
Cocaine	2.8%	1.5%	2.8%	1.5%
Heroin	1.8%	1.3%	0.6%	0.4%
Depressants	2.0%	1.1%	3.8%	2.8%
Prescription Drugs	5.9%	2.5%	9.8%	5.0%
<i>2015 Florida Youth Substance Abuse Survey</i>				

Youth abuse of alcohol and illicit drugs is a key indicator of both unmet treatment needs and the presence of co-occurring mental illness disorders. According to the National Alliance for Mental Health, an estimated 660,000 Florida adults and 181,000 children are living with a serious mental illness (NAMI State Advocacy Report, 2010). Despite the need for mental illness treatment, Florida’s public mental health system only serves about 26% of adults. As of 2010, Florida spent

a mere \$38 per capita on mental health services. Addressing the mental illness and co-occurring disorder treatment gap has the potential for a profound impact on Florida's criminal justice system. The cycle of interactions with affected individuals often begins during adolescence when mental illness disorders commonly manifest. An estimated 70% of incarcerated youth experience some level of mental illness, with 20% presenting a severe mental health condition (NAMI State Advocacy Report, 2010).

The Hanley Center Foundation is requesting this planning grant to implement positive, systemic change in Hendry County. By leveraging the Hendry County Public Safety Planning Council and additional relevant local partner agencies to engage in deep, meaningful assessment, reflection, and strategic planning, the Hanley Center Foundation will position Hendry County to successfully launch a Sequential Intercept Model of support. This model will target proactive interventions at each identified intercept point with a focus on eventually removing the target population from the ongoing criminal justice cycle of incarceration and release.

b. Geographic Area - Hendry County: The Hanley Center Foundation is seeking financial support to serve Hendry County. Hendry County is a rural, interior county located in South Florida. The closest population center is Fort Myers. Hendry County is comprised of the cities of Clewiston, Labelle, Big Cypress Indian Reservation, and Felda. According to the 2015 Census, it is home to 37,935 individuals. The local population is 32.8% non-Hispanic white, 11.9% Black, and 52.6% Hispanic/Latino. 27.7% of the local population are children and 12.9% are retirees age 65 and older.



c. Target population: This planning grant is targeted at developing an effective support services plan for both juveniles and adults with mental health, substance abuse, and co-occurring mental illness and substance abuse disorders. The Hanley Center Foundation has a long history of serving both populations simultaneously. By implementing systemic change for both populations, the Hanley Center Foundation will be able to launch a continuum of effective services and interventions.

d. Socioeconomic factors: The average per capita income in Hendry County is a mere \$16,381, which is 43% below the statewide average of \$28,555. 25.3% of the county's residents live in poverty, and 28.9% of local residents under the age of 65 do not have health insurance, which makes it extremely difficult for many Hendry County youth and parents to pursue treatment options when they realize

they are battling mental illness, substance abuse, or co-occurring disorders. Despite being located close to several community colleges and major state universities, only 9.9% of the adult population has a baccalaureate degree. The combination of low educational attainment, high poverty, and lack of access to health insurance only serves to perpetuate an intergenerational cycle of poverty, substance abuse, and untreated mental illness.

- e. **Priority as a community concern** – The cost to continually re-incarcerate the mentally ill is significant. According to Florida Tax Watch, individuals with mental health issues commonly have substance abuse disorders, require ongoing prescription drugs. They are also five times more likely to be placed in a jail or correctional facility than in a mental health treatment institution (March, 2015).

3.8.4.1.1. - Analysis of current inmate and juvenile detention center population

Hendry County is home to two adult offender detention facilities: 1) the Hendry County Jail and 2) Moore Haven Correctional Facility. While there are no youth offender facilities directly located within Hendry County, the SW Florida Regional Juvenile Detention Center in Fort Myers serves Lee, Hendry, Glades & Charlotte counties. Hendry county youth offenders are housed in that facility. Other Department of Juvenile Justice services (probation, post-release monitoring, etc.) are provided through staff in Hendry County.

The Hendry County Jail is a 266-bed facility that houses both sentenced and pretrial offenders. The jail receives the majority of its bookings from the Hendry County Sheriff's Office, Clewiston Police Department, and Florida Highway Patrol. During 2015 there were approximately 3,157 inmates booked into the Hendry County Jail, with an average daily population of approximately 183 inmates. The Hendry County Jail provides a number of support programs designed to help inmates transition to life outside of incarceration, including a Trustee Program (male and female work crews), weekend work program, ministry programming, and Alcoholics Anonymous and Narcotics Anonymous.

Moore Haven Correctional Facility is a 985-bed adult male level 3 detention facility located in Moore Haven (technically Glades county). This facility offers academic programs such as Adult basic education, GED programming, and a volunteer literacy program; vocational programs such as: barbering, carpentry, commercial class "B" driving, and technical support services; intensive outpatient and substance abuse/prevention programs; as well as chaplaincy services and many transitional programs, including: Alcoholics Anonymous, Life Skills, Parenting, Employability, Narcotics Anonymous, Law library program, physical fitness program, smoking cessation, weight training, and wellness education.

The SW Florida Regional Juvenile Detention Center is a 60 bed, hardware secure facility that serves youth detained by various circuit court(s). Youth are detained pending adjudication, disposition or placement in commitment facility. The facility

provides supervision of youth in a safe, secure and humane environment. Services for youth include: education, mental health, substance abuse, and health care. Medical and mental health are contracted services. Educational services are funded by the Department of Education through local school districts. A typical day in secure detention would involve hygiene, meals, school, structured physical and educational activities, and court appearance as scheduled. The average length of stay in secure detention is approximately 11 days.

The SW Florida Regional Juvenile Detention Center utilizes the basic components of a mental health and substance abuse services system in a DJJ facility or program, which provide a systematic framework for identifying youths in need of mental health and/or substance abuse services, determining the existence and severity of a mental disorder or substance related disorder, and providing treatment appropriate for the needs of the youth. The components of this framework include, but are not limited to: screening, comprehensive assessment and evaluation services, mental health and substance abuse treatment, sex offender treatment services, crisis intervention, suicide prevention and emergency care. The facility superintendent or program director is responsible for ensuring that mental health and substance abuse services are provided by individuals with appropriate qualifications.

- a. Screening and assessment process used to identify the target population:** The Hanley Center Foundation will work with local service providers, corrections services, law enforcement agencies, mental health professionals, juvenile justice staff, school district personnel, and medical professionals to compile data regarding sub-populations with lack of access to effective interventions for substance abuse, mental health, and co-occurring disorders. The screening process will be used to primarily identify those demographic groups most likely to realize positive change from proactive interventions applied at various interception points within the criminal justice systems (adult and juvenile). These interception points will also reach into the public school system, as they often encounter students with distinct behavior patterns prior to or coinciding with initial interaction with the juvenile justice system.
- b. Percentage of persons admitted with mental illness, substance abuse, or co-occurring mental health disorders:** Hendry County has excessive detention and incarceration rates. Of those individuals, many are estimated to have substance abuse and co-occurring mental health disorders. In 2014, Hendry County reported 225 Baker Acts. Hendry County ranks amongst the worst quartile in the state of Florida for burglary, aggravated assault, and robbery. The county is well below the state average for larceny. Alcohol-related motor vehicle crash deaths in Hendry County are significantly higher than the state rate, and are ranked in the 4th Quartile. According to the Florida Department of Corrections, 23% of arrests are drug-related events; however, for those with

substance abuse disorders, treatment program completion has been found to have a significant impact on recommitment rates.

Table 2. Recombitment Rates Following Treatment Program		
Treatment Group	2-year program	3-year program
Completers	24.0%	30.3%
Non-Completers	26.6%	48.2%
Florida Department of Corrections, 2015		

While a significant difference is not present among completers and non-completers of 2-year programs, there is a notable impact with individuals completing a 3-year program.

- c. **Analysis of observed contributing factors:** While Hendry County has three treatment facilities for substance abuse treatment, none offer programs specializing in co-occurring substance abuse and mental health disorders (www.citehealth.com). This is a **significant local service gap** that can be directly attributed to the significant incarceration rates present in the county, as well as the local recidivism rates for youth and adults. Without available programs for co-occurring disorders, these individuals may not receive interventions that effectively treat their underlying conditions. When inmates are released back to their communities without effective treatment plans, the likelihood of relapse and recidivism are much higher.

Hendry Glades Mental Health Clinic, Inc is a drug or alcohol rehabilitation center with a primary focus on mental health and substance abuse treatment, with 2 units in Hendry County – one in Labelle, and one in Clewiston. Southwest Florida Addiction Services is a drug or alcohol rehabilitation center with a primary focus on substance abuse treatment based in Clewiston, FL. Both units of the Hendry Glades Mental Health Clinic and the Southwest Florida Addiction Services center offer substance abuse treatment in an outpatient setting only, and do not offer: halfway housing, detoxification, methadone or buprenorphine maintenance, residential long-term or short-term treatment, partial hospitalization or day treatment, or hospital inpatient. There are special groups and programs for DUI and DWI offenders and criminal justice groups, but neither locations have special programs for adolescents, the LGBTQ community, persons with co-occurring mental disorders, pregnant or postpartum women, persons with HIV or AIDS, gender-specific groups, or seniors and older adults.

Community Input: Survey on Health and Healthcare in Hendry County; 216 surveys were completed on paper and online over a two-month period in the Spring of 2016. Respondents were asked to select what they felt to be the three most important health concerns for residents of Hendry County. Access to

specialty care topped the list, with 64 responses. Respondents were then asked to select the three most important risky behaviors in Hendry County and **drug and alcohol abuse** was listed most frequently, with 139 responses.

Regarding the Essential Health Services, community leaders felt the top areas for improvement in Hendry County and Glades County were **mental health and substance use disorder services**, including counseling and psychotherapy (selected by 59% of respondents). With regards to mental health and substance use disorder services, the largest number of respondents felt that this area does not have enough availability of services.

- d. **Factors that put the target population at-risk of entering or re-entering the criminal or juvenile justice systems:** Adult and youthful offenders with substance abuse, mental illness, or co-occurring substance abuse and mental illness disorders in Hendry County are much less likely to exit the criminal justice system ***without positive interventions at an early interception point***. Many of these children and families are low-income, lack access to healthcare or the resources to secure private treatment, and come from families with little hope of breaking the intergenerational cycle of poverty and hard living. These individuals spiral downward into a life of criminal behavior, incarceration, and long-term interaction with the criminal justice system.

Tab 5: Project Design and Implementation

3.8.5.1 – Description of the Planning Council

The Hanley Center Foundation has brought together the ideal team to effectively develop a plan for more accessible and impactful support services for juveniles and adults battling mental illness, substance abuse, and co-occurring mental health and substance abuse disorders. The Hendry County Board of County Commissioners will serve as the Planning Council for the Hendry County Planning Grant as follows.

- a. Composition of the planning council or committee:** The Planning Council will be comprised agency representatives which are mandatory participants in accordance with Florida Statute 394.657.

Table 3. Confirmed Council Members and Role	
Agency	Required Partner – FS 394.657
Project Director	Project Staff
Jan Cairnes, Director of Prevention Services	Substance Abuse Program Representative
Hendry County Board of County Commissioners	Chairperson or Designee of Board of County Commissioners
Hendry County Sheriff's Office - Sheriff Steve Whidden	County Sheriff Chief Correctional Officer
State's Attorney Office	State Attorney
Public Defender's Office	Public Defender
Circuit Judge	Circuit Judge
Hendry County Judge	County Court Judge
Chief Probation Officer- Circuit 20- Margaret LaMarca	State Probation District Administrator Probation and Pretrial Intervention
Florida Department of Corrections	Chief Correctional Officer
Hendry County School District- Stephanie Busin	Support service provider for homeless youth
Crossroads- Greg Finer	Substance Abuse and Mental Health Program Representative
Harlem Gardens Housing Authority- Etha Samples	Representative from a local homeless program or supportive housing

Additional members will be added as follows to ensure that all of the twenty (20) required committee members are included as outlined in FS 394.657.

Table 4. Expected Confirmed Council Members and Role	
Agency	Required Partner – FS 394.657
City of Clewiston Police Department	Police Chief or Designee
DCF System of Care	Department of Children and Families, Office of Substance Abuse & Mental Health

Hendry County Department of Juvenile Justice	Juvenile Justice Detention Facility and Probation Services
Crossroads	Community Mental Health Agency
Central Florida Behavioral Health Network	DCF Managing Entity
The Joseph Project-Marlin Vaughn-CEO	Youth mentoring program
Goal Chasers- Lavita Holmes-CEO	Youth mentoring program
Circuit 20 Chief Probation Officer	Juvenile Justice Diversion Program
ACT- Abuse Counseling & Treatment- Jennifer Benton	Domestic violence shelter
Hendry County School Board	Department of Education
<i>To be appointed during first quarter</i>	Primary Consumer of Mental Health Services
<i>To be appointed during first quarter</i>	Family Member of a Consumer of Mental Health Services
<i>To be appointed during first quarter</i>	Department of Children and Families, Office of Substance Abuse & Mental Health

During the first quarter of the project period, Jan Cairnes and the Project Director will seek recommendations from partnering agencies for individuals to serve in the three consumer roles on the Planning Council. All efforts will be taken to maintain personal privacy in the recruitment and screening process.

b. Planning Council Activities: The Hanley Center Foundation will bring together the entire Planning Council for bi-monthly meetings throughout the 12-month project period. Currently, the Hendry County Board of County Commissioners meets twice a month on the first and fourth Tuesdays.

In addition to the bi-monthly Planning Council meetings, a smaller working group will meet monthly throughout the project period. This work group will be comprised of the Project Director, Hanley Center Foundation staff, and community stakeholders from the school district, Community Mental Health and substance abuse providers, law enforcement, Juvenile Justice, Criminal Justice, SAMH services consumers, and other local adult or youth service providers who come into contact with SAMH concerns among their clients.

Table 5. Planning Council Activities
Objective 1 – Conduct a current and thorough needs assessment.
Objective 1 Benchmarks
1.1 – Delineate needs of youth with substance abuse, mental illness, or co-occurring disorders
1.2 – Delineate needs of adults with substance abuse, mental illness, or co-occurring disorders
Objective 2 – Develop a Strategic Plan to initiate systemic change
Objective 2 Benchmarks
2.1 – Identify intercept points
2.2 – Evaluate best practices and recommended interventions in substance abuse, mental illness, and co-occurring disorders
2.3 – Include efforts to successfully launch change in identification, intervention, and treatment of targeted youth and adults
Objective 3 – Engage network partners in professional development for best practices for effectively addressing needs of the targeted youth and adults
Objective 3 Benchmarks
3.1 – Identify best practices
3.2 – Schedule professional development sessions

3.8.5.2 – Planning Grant Design

The Hanley Center Foundation will utilize the following implementation plan to develop a successful collaboration effort between government agencies, criminal justice systems, mental health and substance abuse providers and community intervention programs in Hendry County. The project team intends to use the Sequential Intercept Model as a conceptual framework to guide the entire strategic planning process from the needs assessment to recommendations for practice. The following project design has been identified as the most effective approach to generating the intended strategic plan within the one-year project period.

- a. **How the needs assessment will be conducted:** The Project Director will work with relevant local agencies to evaluate need in Hendry County for substance abuse treatment, mental healthcare services, and treatment for co-occurring substance abuse and mental illness disorders. Data collected in this process will include both quantitative and qualitative measures to fully-capture local needs and present service gaps.

Quantitative data will include the following: 1) numbers of youth and adult receiving treatment services through local providers; 2) number of individuals with substance abuse and/or mental illness who are receiving corrections services (incarceration, probation, and parole); 3) Hendry County arrest rates; 4) Baker and Marchman Act rates; 5) juvenile civil citations; 6) headcount of public

school students referred to service providers; and 7) ER visits and police calls for substance abuse and mental health concerns.

A brief open-response survey tool will be used to collect anecdotal data from service providers. The qualitative data will be used to gather local provider feedback regarding the effectiveness of currently available services, local capacity for providing effective interventions, and recognized best practices for improving local substance abuse and mental health support services available to youth and adults. The process will focus on identifying points of interaction throughout the criminal justice systems (youth and adult) with an emphasis on pinpointing those interceptions where proactive interventions and Evidence-Based Programs can be utilized to improve treatment outcomes.

Findings from the needs assessment will be used to create a data-driven logic model. The needs assessment will be completed during the first quarter of the project period.

- b. Proposed methodology to identify, coordinate, share funding and related resources, and recommended organizational or structural changes:** The Hanley Center Foundation seeks to engage local stakeholders in a proactive, collaborative process to improve the support infrastructure for individuals struggling with substance abuse and mental illness. Through the bi-monthly meetings, the Planning Council members will engage in collaborative discussions designed to launch systemic change. The project will be driven by the Sequential Intercept Model, which is grounded in the idea that the target population interacts

Through the Needs Assessment process, partnering agencies will identify critical service gaps and interactions points ideal for intervention services. The Strategic Plan development process will involve an action plan for successfully implementing the Strategic Plan. The Planning Council members will work through the identified issues from the Needs Assessment to pinpoint necessary resources for implementing evidence-based practices, including financial support and shared resources. This process will also involve open discussions of local agency infrastructure, personnel resources, internal and inter-agency processes, and the potential for organizational and structural changes.

- c. Proposed strategy for project design and implementation:** The Planning Council will develop a sound Strategic Plan grounded in the Needs Assessment. This Strategic Plan will include the following critical components. These components have been identified as key factors in successfully implementing the plan with meaningful mental health and substance abuse services.

Identify Professional Development Needs – Provide local practitioners and staff with access to critical training, licensure, and certification.

Use of Evidence-Based Best Practices - The team will identify progressive actions to move mental health and substance abuse treatment towards use of recognized evidence-based best practices (i.e. Motivational Enhancement Therapy and Cognitive Behavioral Therapy).

Modifying Treatment Services to Meet Needs of the Target Population – The Needs Assessment will be used to evaluate current treatment services offered. The Planning Council will be asked to evaluate interventions that best adjust existing treatments to meet the needs of the target population.

Identifying and Addressing Policy, Legal, Social, and Other Barriers – Through the Needs Assessment process, the Planning Council will also pinpoint potential policies or social barriers that potentially serves as obstacles to success for the target population. The Planning Council will collaborate on appropriate ways to modify those barriers to reduce interactions with the criminal justice system by the target population.

Measuring Performance Outcomes and Assuring Quality Improvement - The project team will utilize an iterative project design and approach to evaluation and progress monitoring. The Planning Grant outcomes include a focus on developing a high-quality Strategic Plan grounded in a thorough Needs Assessment. The overall goal of this effort to reduce the interactions of Hendry County's Youth and Adults with substance abuse and/or mental illness disorders have with the criminal justice system.

- d. **Proposed strategy for coordination, communication, and data sharing:** The partnering agencies will develop formal agreements to address successful data identification, sharing, and reporting practices. This agreement will address protecting identifiable information regarding participants. It will also establish a framework for deeper collaboration between agencies with complementary services for at-risk youth and adults.

3.8.5.4 – Performance Measures

The performance measures outlined in Table 6 below will be used to monitor the Hendry County Planning Grant.

Table 6. Standard Planning Grant Performance Measures	
Performance Measure	Completion Date
Completion of Needs Assessment and Identification of Target Population	Within 90 days of Grant Agreement execution
Formal Partnership Agreements – legally binding agreements executed	Within 180 days (6 months) of Grant Agreement execution
Methodologies finalized for the following: <ul style="list-style-type: none"> • Data sharing among partners • Data collection among partners • Data reporting among partners 	Within 270 days (9 months) of Grant Agreement execution
Completion of Strategic Plan	Within 365 days of Grant Agreement execution

- a. Description of the process for collecting performance measurement data:**
 The project team will utilize results of the Needs Assessment, Strategic Planning documents, data compilations, and Planning Council minutes to document project performance and achievement of performance measure benchmarks. **The following data will be used to evaluate achievement of each measure.**

Completion of Needs Assessment – Summary Needs Assessment report with compilation of quantitative and qualitative data evidencing needs of youth and adults in Hendry county who are suffering from substance abuse, mental illness, or co-occurring disorders.

Identification of Target Population – Data indicating population of youth and adults who are 1) not receiving adequate intervention services and 2) most likely to have reduced future interactions with the criminal justice system given appropriate interventions at key interception points.

Formal Partnership Agreements – Executed agreements between partner agencies

Data sharing, collection, and reporting among partners - A MOU executed between the partners outlining appropriate steps to safely and effectively share data between agencies.

Completion of Strategic Plan – A finalized strategic plan will be released to relevant local stakeholders.

- b. Proposed targets and methodologies to address the specified measures:**
 The Hanley Center Foundation will meet the following performance measures during the 12-month planning grant performance period.

Table 7. Proposed Targets and Methodologies	
Performance Measure	Methodology
Completion of Needs Assessment	Project Director will collect quantitative and qualitative data from service providers and relevant agencies
Formal Partnership Agreements	Planning Council Partners will execute formal agreements and MOUs to coordinate resources, services, and interventions that utilize evidence-based programs and practices to treat substance abuse, mental illness, and co-occurring disorders
Finalized Methodologies	Planning Council Partners will release formal methodologies for data collection, sharing, and interpretation that support proactive sequential interceptions
Strategic Plan	Planning Council will release an official Strategic Plan for implementing the new model.

- c. Additional proposed performance target:** The Hanley Center Foundation will also address training and professional development through this planning grant. The rationale behind inclusion of this performance target is that local agencies will need to have staff with current knowledge of best practices in order to effectively move into an Implementation and Expansion project. Cultivating a local network of individuals prepared to engage in the activities and interventions necessary to effectively implement the Strategic Plan will position this effort for long-term success.

3.8.5.5 – Capability and Experience

- a. Capability and experience of the applicant and other participating organizations:**

The Hanley Center Foundation has the organizational experience and capacity to successfully lead this planning grant effort. The Hanley Center Foundation is a 501(c)(3) charitable organization focused on prevention services to raise awareness, educate and empower individuals and families, in cooperation with community partners, to prevent substance abuse and promote healthy lifestyles.

The Hanley Center Foundation was established in 1983. In 2005, it received charitable organization status, and in 2012 Hanley Center Treatment merged with Caron Treatment Centers and in 2014.

Organizational Capacity and Fiscal Management Experience: HCF has been implementing prevention programs since 1998. HCF received their first grant of \$50,000 to implement parenting programs and then received their first DCF grant, the Florida Youth Initiative in 1999 to implement evidence prevention programs in Palm Beach County middle schools. Since 1998 HCF has received over \$9,673,000 in grant funding (not including match) to implement prevention services in 21 counties in Florida.

Hanley Center Foundation's internal control structure includes a Chief Financial Officer who holds a Master's of Science Accountancy and has more than 25-years of experience in government and nonprofit environments as director of finance and administration. She has developed business plans, budgets and launched multiple nonprofit entities throughout Louisiana and Florida. Her experience in granting has resulted in administering more than \$37 million in grant resources to 630 service providers for 38,000 children in West Palm Beach alone. She holds certifications in National Contracts Management and Cooperative Agreements; Certified Federal Grant Writer- Recipients and Pass-Thru Organizations; Certified Federal Grant Writer- Federal Personnel; GFOA-Future of Public Budgeting: National Guidelines for Best Practices; and Electronic Records Management per Florida requirements.

Experienced Service Provider: HCF has been implementing evidence-based prevention services in Florida for 17 years and has the expertise to develop critical partnerships, hire and train qualified staff, train teachers and facilitators and successfully implement evidence-based programs fulfilling or exceeding grant requirements similar to this RFP. HCF is currently providing the same scope of services in the following counties: Palm Beach, Broward, Charlotte, Lee, Manatee, Hendry, Glades and Putnam. Staff members include national trainers for both Alcohol Literacy Challenge and Active Parenting.

Since 1998 HCF has been committed to delivering EBPs that provide strong opportunities for diverse populations. HCF has shown its leadership in providing programming to diverse populations by working with program developers to translate programs into Spanish and Creole to meet the needs of Florida's ever-changing population. HCF has experience in rural, suburban, and urban communities around the state providing programs based on cultural and ethnic needs. HCF trains facilitators from within ethnic communities and encourages program implementation by providing materials, stipends, observations, and support for high quality programming. HCF most recent project involves translating the newest Active Parenting program into Creole. HCF has a partnership with the developer to translate the materials and provide the translations throughout the United States. This long term commitment to serve diverse populations has made

HCF a leader in prevention services to better meet the needs of Florida's ever changing cultural and ethnic populations.

HCF is licensed by the Department of Children and Families (DCF) and is CARF accredited. HCF is already licensed for Hendry County and is currently licensed by DCF for Level 1 prevention services in circuits 4, 5, 7, 8, 12, 15, 17, and 20.

- b. Availability of resources for the proposed project:** The key resource needed to execute this Planning Grant is personnel time. The Hanley Center Foundation is requested funding for a full-time position to lead the project, conduct the needs assessment data collection and analysis, and coordinate development of the strategic plan. Partnering agencies have also committed to make their key personnel availability to participate in meetings and engage in data sharing and discussion efforts (please cross-reference attached letters in Tab 6). Project activities will be held at the Hanley Center's licensed facility, with large events and meetings in the Hendry County Board of County Commissioners building.
- c. Anticipated role of advocates, family members, and responsible partners:** The partner agencies involved in this proposal represent key stakeholders in criminal justice and human services in Hendry County. These agencies are critical service providers for intercept points where interventions will need to be launched.

Two mental health services consumers will be included on the Planning Council, as well as a family member of a consumer. These individuals will provide the Planning Council will invaluable feedback regarding the effectiveness of services and potential service gaps. Advocates and additional family members will have the opportunity to be engaged in the project through the Needs Assessment process. Qualitative data will be collected from a variety of sources, with an emphasis placed on securing the most robust data set possible.

- d. Proposed staff and participating organizations:** The Hanley Center Foundation is requesting funding to hire one, full-time Project Director. This individual is expected to have at least a baccalaureate degree and three-five years of experience in project management. Ideal experience and qualifications an advanced degree in epidemiology or public health and a working knowledge of the Hendry County and its social services agencies.

The Hanley Center Foundation will comply with all federal, state, local, and internal procedures to fill this position. The position will be publicly advertised, clearly announcing minimum and preferred qualifications. A screening and hiring committee will be used to evaluate applications and select candidates for interviews. The committee will focus on securing a high-quality individual with the abilities to successfully execute the grant within the 12-month planning grant timeframe.

Partner agencies will be involved in the project through the Planning Council; however, there will be no additional project staff through those agencies.

3.8.5.6.1 – Evaluation

Project effectiveness will be assessed based upon achievement of stated performance measures, along with qualitative measures of impact gathered from participating parties in the needs assessment, agency coordination, and strategic plan development processes. The following methodology will be utilized to assess effectiveness with each project outcome.

Table 8. Evaluation Measures		
Performance Outcome	Assessment Methodology	Responsible Individual
Needs Assessment	<p>Quality will be assessed through provider agency feedback on data elements</p> <p>Accuracy will be assessed through a strategic comparison to other relevant data sets and provider agency anecdotal feedback.</p>	<p>Project Director</p> <p>Hanley Center Foundation staff</p> <p>Partner agencies</p>
Agency Coordination and Collaboration	<p>Planning Council members and support agency representatives will provide quarterly qualitative feedback on the process and quality of the collaborative efforts.</p> <p>Tangible evidence of coordination and collaboration will also be used, including executed agreements, partnership efforts, and data sharing protocol established through the process</p>	<p>Project Director</p> <p>Hanley Center Foundation staff</p> <p>Planning Council Members</p>
Established Methodologies for Data Sharing and Reporting	<p>Formal agreements will be developed to support inter-agency data sharing, collaboration, and reporting</p> <p>Planning Council partners will provide feedback</p>	<p>Project Director</p> <p>Hanley Center Foundation staff</p> <p>Planning Council Members</p>

	regarding the process to develop those agreements.	
Stakeholder Engagement	Planning Council members and community providers will be asked to provide qualitative feedback on a quarterly basis regarding their perceptions of the input process	Project Director Hanley Center Foundation staff Partner agencies
Strategic Plan	Community service providers will be asked to provide quarterly qualitative feedback throughout the project year regarding the strategic planning process, their perceptions of engagement in the process, and recommendations for improvement (if appropriate).	Project Director Hanley Center Foundation staff Partner agencies

3.8.5.6.2 – Sustainability

The Hanley Center Foundation is leveraging the existing Hendry County Board of County Commissioners to launch this collaborative planning effort. Grant funds are being requested to directly engage in the needs assessment and strategic plan development processes. While the needs assessment and strategic plan development activities will be concluded within the 12-month project period, the Hendry County Board of County Commissioners will continue to meet on an ongoing basis following conclusion of grant funding.

The Hanley Center Foundation also intends to apply for an Implementation and Expansion grant following conclusion of the planning grant project. The ultimate goal of this effort is to launch a more effective local support network for individuals battling substance abuse, mental illness, or co-occurring substance abuse and mental health.

3.8.5.6.3 – Project Timeline

The Hanley Center Foundation has established the following timeline for effectively achieving all stated project objectives and activities.

Table 8. Project Timeline		
Months After Funding	Activity	Responsible Person

Within 1 month	Hire Project Director	Jan Cairnes
Within 3 Months End of 1 st Quarter	<p>Convene Planning Council</p> <p>Develop Survey Tool</p> <p>Distribute Data Collection</p> <p>Identify consumers and family member for Planning Council</p> <p>Collect all data for needs assessment</p>	Project Director
Within 6 Months End of 2 nd Quarter	<p>Planning Council Meetings 2 and 3</p> <p>Identify Points of Interception</p> <p>Draft Model of Interception Points</p>	Project Director
Within 9 Months End of 3 rd Quarter	<p>Planning Council Meeting 4</p> <p>Present summary findings of needs assessment</p> <p>Identify Interception Points to target to reduce interaction with the criminal justice system</p> <p>Evaluate substance abuse and mental illness disorder treatment best practices</p> <p>Draft interventions for each interception point</p>	Project Director
Within 12 Months End of Planning Project	<p>Planning Council Meetings 5 and 6</p> <p>Share model of interventions by interception point</p> <p>Seek external feedback for adjustment/improvement of interventions</p>	Project Director ^a

	Prepare to pilot interception model	
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