

# Strategic Area

## HEALTH AND HUMAN SERVICES

### Mission:

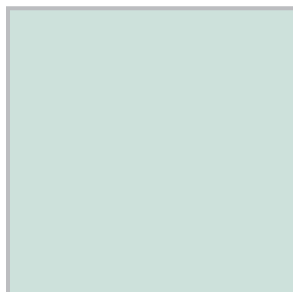
To improve the quality of life and promote maximum independence through the provision of health care, housing, and social and human services to those in need

#### GOALS

- Eliminate barriers to care
- Improve the future of Miami-Dade County's children and youth
- Promote independent living through early intervention and support services
- Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County
- Ensure high quality standard of care and customer service countywide
- Ensure universal access to timely and accurate service information and community resources
- Develop positive relationships among all groups to promote unity in Miami-Dade County

#### PRIORITY KEY OUTCOMES

- Reduced rate of uninsured countywide
- Improved public transportation to health and human services facilities throughout Miami-Dade County
- Increased access to and quality of child care facilities
- Increased culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth, and their families
- Young adults with basic education, skills, and values
- Healthier community
- Increased availability of affordable and special needs housing
- Improved customer service and care in health and human services
- Reduction of health and human service unmet needs





# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## Community Action Agency

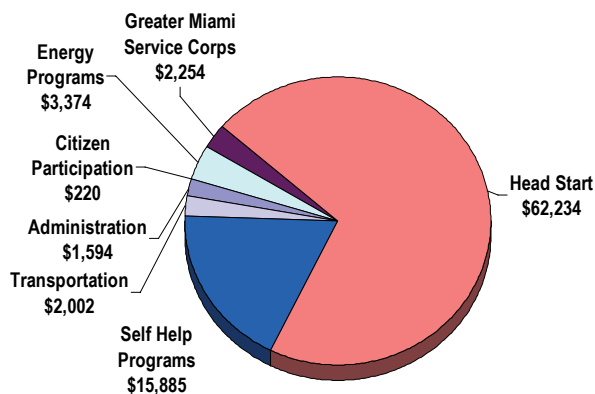
The Community Action Agency's (CAA) mission is to empower economically disadvantaged families and communities through advocacy, education, resource mobilization, and service delivery.

As part of the Health and Human Services strategic area, CAA provides comprehensive social services to low- to moderate-income residents. The Agency administers the largest Head Start and Early Head Start programs in the southeastern United States and operates a major self-sufficiency and family development program to support low-income persons, and provides emergency relocation assistance, interim financial assistance, and information and referral services at neighborhood centers. The Agency provides energy conservation initiatives, a hazard mitigation program, residential home rehabilitation services for low-income homeowners, and offers residents the ability to participate in citizen training services that enable them to assume greater responsibilities in their communities. The Agency transportation unit provides services to educational and elderly services in CAA and the Department of Human Services.

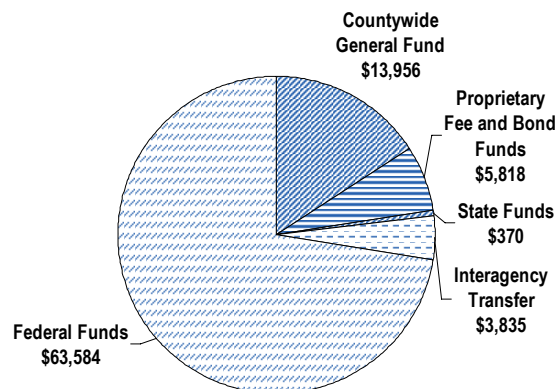
As a recipient of federal Community Services Block Grant (CSBG) funding, CAA is required to have a tripartite Community Action Board, with equal representation from three sectors: elected officials, low-income community representatives, and community-based organizations (CBOs). The board addresses policies and issues that influence economically disadvantaged families and communities. Other stakeholders include the United States Department of Health and Human Services (USHHS), Youth Build, Corporation for National Services, National Community Services Agency, Florida Department of Community Affairs, Alliance for Aging, Miami-Dade Housing Agency (MDHA), Office of Community and Economic Development (OCED), The Children's Trust, Solid Waste Management, Water and Sewer, Park and Recreation, and Human Services (DHS).

### FY 2008-09 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)

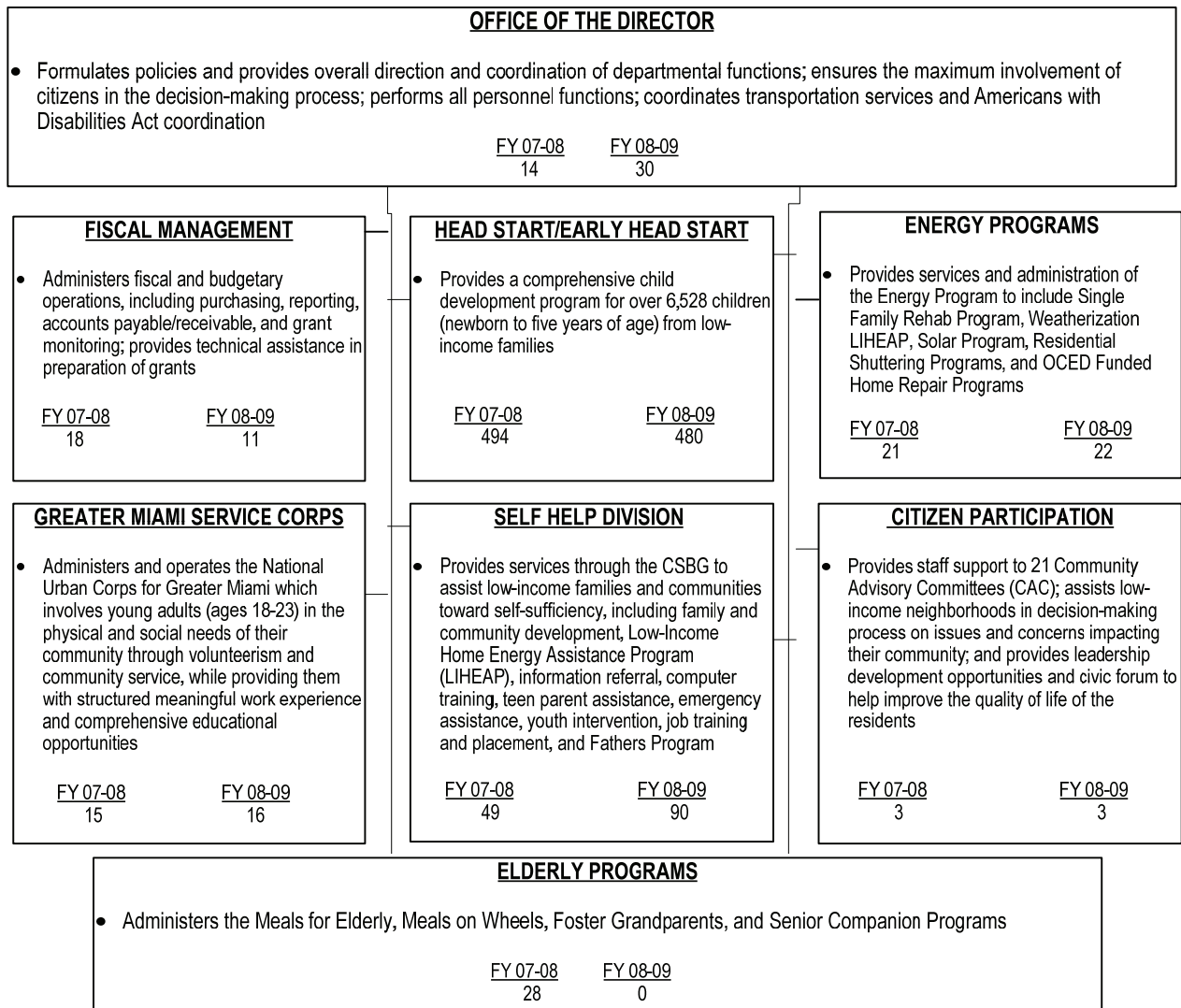


**Revenues by Source**  
(dollars in thousands)



# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	10,716	9,809	13,956
Carryover	1,004	1,165	435
Donations	70	65	0
Miscellaneous Revenues	0	0	32
Other Revenues	2,814	3,882	4,881
Rental of Office Space	0	0	470
State Grant - VPK	418	963	370
State Grants	503	516	0
Federal Grants	66,873	65,212	63,584
CDBG Program Income	0	1,246	1,121
Interagency Transfers	2,151	4,718	2,714
Total Revenues	84,549	87,576	87,563
<b>Operating Expenditures Summary</b>			
Salary	27,492	28,247	28,744
Fringe Benefits	9,404	10,473	10,549
Other Operating	46,411	48,754	48,261
Capital	40	102	9
Total Operating Expenditures	83,347	87,576	87,563

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Administration	2,397	1,594	23	17
Citizen Participation	271	220	3	3
Elderly Programs	4,285	0	28	0
Energy Programs	6,284	3,374	21	22
Greater Miami Service Corps	2,235	2,254	15	16
Head Start	63,411	62,234	494	480
Self Help Programs	8,000	15,885	49	90
Transportation	693	2,002	9	24
Total Operating Expenditures	87,576	87,563	642	652

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Interest	1,480	0	0	0	0	0	0	0	1,480
Building Better Communities GOB Program	4,182	1,400	500	398	0	0	0	0	6,480
Capital Outlay Reserve	2,821	85	250	258	0	0	0	0	3,414
Comm. Dev. Block Grant	2,300	0	0	0	0	0	0	0	2,300
US HUD - Urban Initiatives Grant	273	0	0	0	0	0	0	0	273
Total:	11,056	1,485	750	656	0	0	0	0	13,947
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Facility Improvements	50	215	400	0	0	0	0	0	665
New Head Start Facilities	2,164	6,857	2,240	2,021	0	0	0	0	13,282
Total:	2,214	7,072	2,640	2,021	0	0	0	0	13,947

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Community-based Organizations	19,647	22,605	24,674	23,954	23,695
Contract Temporary Employees	2,735	2,912	1,405	1,555	1,381
Food	5,109	4,175	5,446	5,355	4,748
Medical and Dental Services	1,080	1,174	1,391	514	1,390
Professional Services	1,174	1,008	948	330	230
Public Assistance Utilities	4,822	5,383	3,012	4,238	2,297
Rent	408	422	435	447	444
Security Services	1,827	1,569	1,381	527	59
Travel	67	41	117	84	81
Transfers and Reimbursements					
• Employment and training services for youth	0	0	278	278	371
• Paint Program/Rehab	0	186	188	188	188
• Rehab Homes	0	695	2,050	2,020	0
• SHARP Rehab	0	0	725	725	725
• Lot cleaning crews and litter collection crews from GMSC	192	192	558	576	576

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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**DIVISION: CITIZEN PARTICIPATION**

Provides staff support to 21 Community Advisory Committees (CAC); assists low-income neighborhoods in decision-making process on issues and concerns impacting their community; and provides leadership development opportunities and civic forum to help improve the quality of life of the residents.

**Strategic Plan Outcome - Measures**

- NU2-1: Strengthened bond between the community and Miami-Dade County government (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Increase civic participation in low-income communities	Low-income residents participating in formal community/government organizations	4,284	3,800	4,020	3,780	3,780

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: ENERGY PROGRAMS**

Provides services and administration of the Energy Program to include Single Family Rehab Program, Weatherization LIHEAP, Solar Program, Residential Shuttering Programs, and OCED Funded Home Repair Programs.

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Assist low-income families and elders in managing energy expenditures through utility assistance and energy conservation programs	Number of hurricane windows protection systems installed on low to moderate income homes including seniors and disabled**	70	70	70	62	188
	Homes installed with hurricane shutters	70	62	70	65	70
	Homes receiving solar water heating systems	14	14	16	16	28
	Homes weatherized*	45	41	53	12	74

\* The number of homes weatherized is significantly lower than the target for FY 2007-08 because the program was put on hold due to permitting issues

\*\* Proposed funding for FY 2008-09 is \$750,000 a 88% increase from current year

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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**DIVISION: GREATER MIAMI SERVICE CORPS**

Administers and operates the National Urban Corps for Greater Miami which involves young adults (ages 18-23) in the physical and social needs of their community through volunteerism and community service, while providing them with structured meaningful work experience and comprehensive educational opportunities.

**Strategic Plan Outcome - Measures**

- HH3-3: Young adults with basic education, skills, and values (priority outcome)

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Increase the employment skills of targeted youth	Youth placed in employment and/or a formal education program	75	46	100	75	75
	Youth provided training, paid work experience, or career services	200	159	200	175	175

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: HEAD START**

Provides a comprehensive child development program for over 6,528 children (newborn to five years of age) from low-income families.

### **Strategic Plan Outcome - Measures**

- HH3-1: Increased access to and quality of child care facilities (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Enhance the quality of life of low-income children and families through the provision of comprehensive child development services	Head Start slots	6,210	6,210	6,210	6,210	6,210
	Children served by Head Start*	6,210	7,942	6,210	7,394	6,604
	Early Head Start slots	318	318	394	394	394
	Children served by Early Head Start*	318	388	394	476	492

\*One slot may benefit more than one child in a school year

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
HH3-1: Increased access to and quality of child care facilities (priority outcome)	Provide funding from the Building Better Communities Bond Program to purchase land and begin construction of a new regional Head Start Center located at Arcola Lake (\$1 million in FY 2008-09) and renovate the Mary McCloud Bethune Enrichment Center (\$400,000 in FY 2007-08)	Planning and land acquisition has occurred in addition to demolition; it is anticipated that design will begin in the fourth quarter of FY 2007-08 and construction will be substantially completed in FY 2009-10; renovation of the Bethune Center is currently in the permitting process and will commence in the fourth quarter, with anticipated completion in the fourth quarter of FY 2009-10
HH3-1: Increased access to and quality of child care facilities (priority outcome)	Continue design and construction of the Miami Gardens Head Start Center funded by Capital Outlay Reserve (\$2.221 million), Urban Initiative Grant (\$273,000) and Community Development Block Grant (\$2.3 million)	Construct a comprehensive childcare facility adjacent to the Opa-Locka Neighborhood Service Center to accommodate 120 low-income children; the design is 90 percent complete; the facility is scheduled to open the fourth quarter of FY 2008-09

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: SELF HELP PROGRAMS**

Provides services through the CSBG to assist low-income families and communities toward self-sufficiency, including family and community development, Low-Income Home Energy Assistance Program (LIHEAP), information referral, computer training, teen parent assistance, emergency assistance, youth intervention, job training and placement, and Fathers Program. Administers network of neighborhood multi-purpose centers that provide social services, direct financial assistance, and emergency relocation assistance

### **Strategic Plan Outcome - Measures**

- HH2-2: Increased utilization of available health and human services across all neighborhood facilities

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Assist low-income families and communities in moving towards self-sufficiency	Residents served through Community Enrichment Centers	27,500	27,861	27,000	27,000	27,000
	Residents participating in comprehensive self-sufficiency services	1,750	1,820	2,200	2,200	2,200
	Residents provided emergency relocation assistance*	101	112	109	125	101

\* The federal grant funds that support this activity were increased for FY 2007-08 and reduced for FY 2008-09. The grant is awarded by calendar year.

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Increase accessibility to social services, and improve the stability of residents at risk of homelessness	Residents accessing services at neighborhood based facilities*	163,900	178,212	154,480	165,000	132,100
	Residents remaining in their homes through short-term financial assistance	1,100	1,100	1,100	1,100	1,100
	Residents avoiding homelessness through boarding home placement	90	90	90	90	90
	Medically-disabled residents pending SSA/SI eligibility provided interim financial assistance**	3714	8532	150	197	0

\*FY 2007-08 target decrease from prior year was associated with the temporary closing of neighborhood centers during renovations.

\*\*FY 2006-07 reflects availability of additional HOME funds to rental assistance not available for subsequent years. This program has been deleted as a result of property tax initiatives.

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **Budget Enhancements or Reductions and Additional Comments**

- In FY 2008-09, the Office of Community and Economic Development will continue funding the Paint Distribution Program (\$188,000), Senior Housing Assistance Repair Program (\$725,000), and the Rehabilitation of Elderly and Disable Residences Program (\$700,000) with Community Development Block Grant (CDBG) funding; in addition, the FY 2008-09 Proposed Resource Allocation Plan includes \$371,000 of CDBG funds to support the Greater Miami Service Corp
- The Head Start contract with delegates will continue at the same rate as paid in FY 2007-08
- The FY 2008-09 Proposed Resource Allocation Plan provides Miami-Dade Water and Sewer funds for the Life Support Initiative Program (LSIP) in the Community Action Agency (CAA) to provide relief to low-income families (\$500,000); CAA will continue to provide water to eligible residents of North Miami, Florida City, Opa-Locka, Hialeah Gardens, Hialeah, Miami Beach, and Homestead whose water service is in jeopardy of being terminated or has been terminated for non-payment and whose water and sewer utility rates have increased 30 percent or more
- In FY 2008-09, the State of Florida Residential Construction Mitigation Programs (RCMP) will no longer provide fund for the installation of hurricane protection accordions at low- to moderate-income homes (\$400,000); CDBG will provide \$750,000 to continue the accordion installations program
- The FY 2007-08 Budget includes a mid-year supplemental as a result of additional funds from the Community Action Grant (CDBG) for the Elderly and Low Income Home Repair Program (\$875,000), Low Income Housing Energy Assistance Program (LIHEAP) (\$1.173 million), Office Of Community Economic Development (OCED) Beautification Program (\$1.920 million), and the Voluntary Pre-Kindergarten (VPK) Summer Program (\$545,000)
- *As a result of reviews of functions and activities in multiple departments with the goal of providing the best level of services, and maximize our resources within the Health and Human Services strategic area, the following consolidations are recommended in the Proposed Resource Allocation Plan: neighborhood services and emergency housing assistance in Department of Human Services (\$7.705 million, 48 positions) with Self Help in CAA; transportation activities in DHS (\$1.614 million, 19 positions) with transportation in CAA; and elderly programs in CAA (\$3.857 million, 24 positions) with elderly, disabled and veterans services in DHS*
- *As a result of property tax initiatives, the following reductions will be implemented during FY 2008-09: savings due to the consolidation of elderly programs, disabled and veterans Services in DHS (\$325,000, four positions); savings resulting from the consolidation of transportation services in CAA (\$153,000, two positions); nine administrative, supervisory, clerical, accounting, and quality assurance positions will be reduced (\$1.001 million), which may impact the agency's ability and capacity to oversee its external grants and perform other administrative duties; increase the number of cases per social worker for the coordination and delivery of self help programs and services (\$250,000, five positions)*
- *The FY 2008-09 Proposed Resource Allocation Plan is based on an attrition rate of three percent and includes a reduction of 14 positions in the Head Start/Early Head Start Division, to align the program's administrative cost with the federal requirements*

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### Department Operational Unmet Needs

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Convert one temporary Office Support Specialist 2 to permanent full-time to improve the continuity and uniformity within the Department	\$0	\$35	1
Hire one dedicated Drafter to increase timeliness of projects	\$0	\$41	1
<b>Total</b>	<b>\$0</b>	<b>\$76</b>	<b>2</b>

# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## Community Advocacy

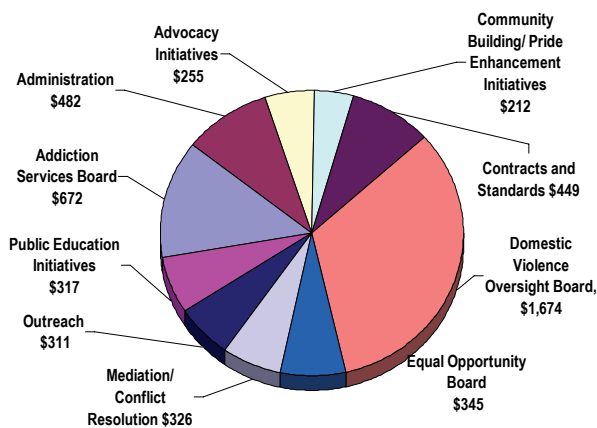
The Office of Community Advocacy shares the responsibility for developing positive relationships among all groups to promote unity in Miami-Dade County with the assistance of religious, educational, political, and business groups. The Office provides administrative support to eight advisory boards: Community Relations Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, Asian American Advisory Board, Addiction Services (Byrne Grant), Domestic Violence Oversight, Equal Opportunity, and the Commission for Women, which collectively represent and advocate for the concerns of all residents. The goal is to develop a cohesive community in which there is a common vision and a sense of belonging for all communities; the diversity of people's backgrounds and circumstances are appreciated and positively valued; people from different backgrounds have an equal opportunity to improve their lives; and strong, positive relationships are being developed between people from different backgrounds in the workplace, in schools, and within neighborhoods.

As part of the Health and Human Services strategic area, the Office of Community Advocacy's eight advisory boards contribute to policy formulation and legislative priorities in Miami-Dade County. The boards are comprised of diverse volunteers with a wide range of experiences and professional backgrounds.

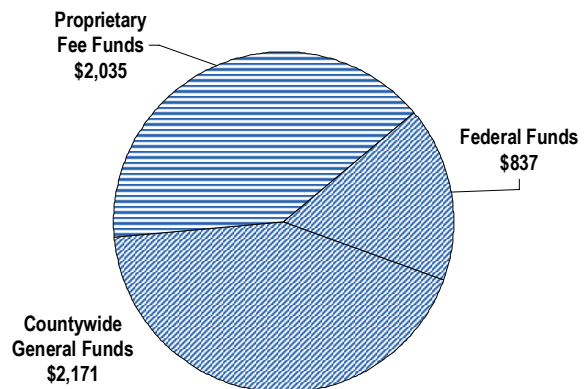
The Office provides administrative support with the mission of delivering excellent public service through coordination and alliances with municipal, state, and federal agencies that facilitate dialogue, acceptance, mutual respect, and understanding among all groups in our community. The Office of Community Advocacy's stakeholders include all residents of Miami-Dade County.

## FY 2008-09 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)

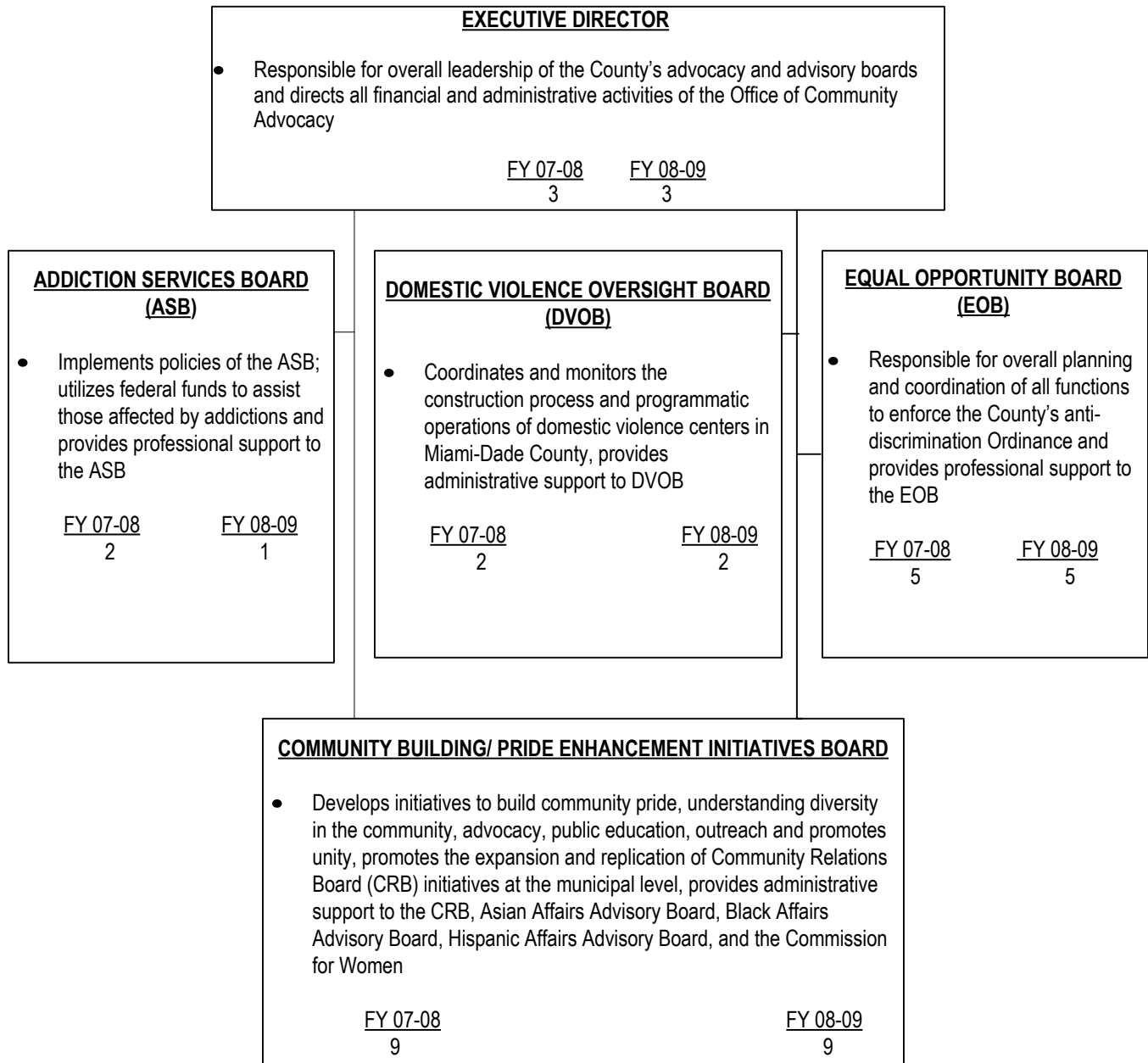


**Revenues by Source**  
(dollars in thousands)



# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	1,893	2,354	2,171
Carryover	0	0	108
Food and Beverage Tax	0	1,738	1,819
Other Revenues	0	108	108
Federal Grants	0	674	837
Total Revenues	1,893	4,874	5,043
<b>Operating Expenditures Summary</b>			
Salary	1,404	1,955	1,990
Fringe Benefits	323	499	527
Other Operating	151	2,404	2,518
Capital	15	16	8
Total Operating Expenditures	1,893	4,874	5,043

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Addiction Services Board	129	672	2	2
Administration	502	482	3	3
Advocacy Initiatives	512	255	3	2
Community Building/ Pride	265	212	3	2
Enhancement Initiatives				
Contracts and Standards	815	449	3	3
Domestic Violence Oversight	1,599	1,674	0	0
Board				
Equal Opportunity Board	369	345	2	2
Mediation/Conflict Resolution	303	326	2	2
Outreach	149	311	1	2
Public Education Initiatives	231	317	2	2
Total Operating Expenditures	4,874	5,043	21	20

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Printing and Reproduction	27	31	46	31	46
Travel	6	5	8	5	6
Advertising	9	9	12	11	11
Registrations	2	1	3	1	2

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **DIVISION: COMMUNITY BUILDING/ PRIDE ENHANCEMENT INITIATIVES**

The Community Building/Pride Enhancement Division develops initiatives to build community pride, understanding diversity in the community, advocacy, public education, outreach and promotes unity.

- Develops positive relationships among all groups to promote unity in Miami-Dade County
- Provides administrative support to the Community Relations Board
- Provides administrative support to the Asian American Advisory Board
- Provides administrative support to the Black Affairs Advisory Board
- Provides administrative support to the Hispanic Affairs Advisory Board
- Provides administrative support to the Commission for Women
- Administers the goodwill ambassador program

### **BUDGET PRIORITIES**

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<b>Strategic Plan Outcome</b>	<b>Programs/Initiatives</b>	<b>Impact</b>
HH6-1: Improved community relations in Miami-Dade County	Provide a positive community image at public events	Conduct four trainings of Community Response Teams to maintain readiness of response to appropriate events; conduct 12 trainings of County and municipal Goodwill Ambassadors to maintain readiness of response to appropriate events and increase the number of municipal Goodwill Ambassador Programs

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## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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**DIVISION: ADDICTION SERVICES BOARD**

The Addiction Services Board implements policies of the ASB; utilizes federal funds to assist those affected by addictions; provides professional support to the ASB.

**Strategic Plan Outcome - Measures**

- PS2-3: Reduced substance-abuse related incidents

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Efficiently manage the Addiction Services Board	Addiction Services Board meetings	4	4	4	4	4
	Projects provided with Addiction Services grants for technical assistance	33	33	34	34	34

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: EQUAL OPPORTUNITY BOARD**

The Equal Opportunity Board (EOB) is responsible for overall planning, coordination, and enforcement of all functions related to the County's Anti-discrimination Ordinance.

- Conducts investigations and mediates cases of discrimination
- Conducts educational outreach activities
- Provides administrative support to the EOB

### **Strategic Plan Outcome - Measures**

- NU2-1: Strengthened bond between the community and Miami-Dade County government (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate	Equal Opportunity hearings completed	52	45	52	40	52
	Equal Opportunity successful mediations	92	92	88	88	88
	Equal Opportunity investigations completed	340	309	306	275	300

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
NU2-1: Strengthened bond between the community and Miami-Dade County government (priority outcome)	Implement the County's anti-discrimination ordinance and provide residents with a means to have discrimination cases heard and resolved through mediation where appropriate	Complete in FY 2007-08 a minimum of 75 housing discrimination cases and up to 300 employment and other discrimination cases

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: DOMESTIC VIOLENCE OVERSIGHT BOARD**

The Domestic Violence Oversight Board Division coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County; provides administrative support to the Domestic Violence Oversight Board.

### **Strategic Plan Outcome - Measures**

- HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to victims of domestic crimes and their families through a 501(c)3 provider	Clients provided emergency shelter at the Lodge	479	479	479	479	479

### **BUDGET PRIORITIES**

<b>Strategic Plan Outcome</b>	<b>Programs/Initiatives</b>	<b>Impact</b>
HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services	Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to victims of domestic crimes and their families through a 501(c)3 provider	Facilitate the planning, design, and construction of the southwest Domestic Violence Center in Miami-Dade County; ensure that the operator of The Lodge Domestic Violence Center in northwest Miami-Dade County continues to maintain requisite certifications for operation

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **Budget Enhancements or Reductions and Additional Comments**

- *The Proposed Resource Allocation Plan for FY 2008-09 includes a reduction of Federal funds to support the drug addition intervention program (Byrne Grant) (\$515,000, one position and other operating expenses)*

### **Department Operational Unmet Needs**

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Hire one Administrative Officer 1 position to provide accounts payable and procurement support	\$2	\$44	1
Hire one Assistant Director for a more coordinated response to community diversity issues	\$5	\$102	1
Hire two Community Relations Assistants to provide advisory board support	\$4	\$84	2
<b>Total</b>	<b>\$11</b>	<b>\$230</b>	<b>4</b>

# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## Homeless Trust

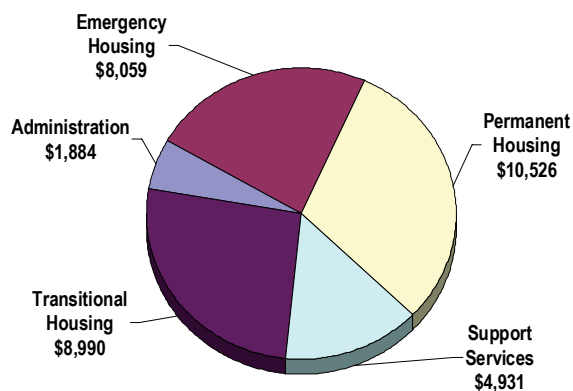
The Miami-Dade County Homeless Trust (Homeless Trust) serves as the coordinating entity for services for homeless individuals and families throughout Miami-Dade County. The Homeless Trust administers a portion of the one percent Food and Beverage Tax proceeds, as well as federal, state, and other resources dedicated to services for the homeless; advises the Board of County Commissioners on issues related to homelessness; serves as the State's Homeless Coalition for Miami-Dade County; implements the Miami-Dade County Community Homeless Plan; and provides administrative, contractual, and policy formulation assistance related to homeless services.

As part of the Health and Human Services strategic area, the Homeless Trust funds and monitors four distinct program areas: emergency, transitional, and permanent housing, as well as supportive services. Each area is specifically designed to meet the unique needs of clients when they first enter the system, as well as their needs as they develop and evolve over time. This blend of housing and services comprises what is known as the homeless continuum of care. Over 4,800 emergency, transitional, and permanent housing beds have been developed by or through the Homeless Trust since its inception in 1993.

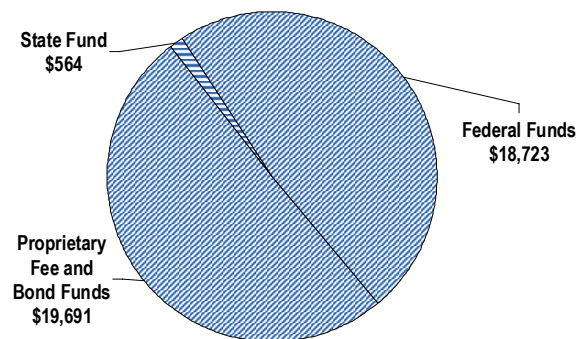
A Board of Trustees, comprised of 27 members, governs the Homeless Trust. Membership consists of appointed leadership, including the Miami-Dade County Mayor, County and City Commissioners, the Judiciary, the Superintendent of Schools, the Florida Department of Children and Families District Administrator, the City of Miami Manager, the Miami Coalition for the Homeless, business, civic, and faith-based community representatives, homeless service providers, homeless individuals, and formerly homeless individuals. In order for the Homeless Trust to be successful in its mission of assisting homeless individuals and families, it relies on the services offered by provider agencies within the community, including its private sector partner, Community Partnership for Homeless.

## FY 2008-09 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<b>HOMELESS TRUST</b>	
<ul style="list-style-type: none"> <li>Oversees all departmental activities including personnel and budget development; and coordinates services for the homeless individuals and families throughout Miami-Dade County</li> </ul>	
<u>FY 07-08</u>	<u>FY 08-09</u>
14	14

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09
<b>Revenue Summary</b>			
Carryover	5,709	6,444	7,600
Food and Beverage Tax	11,940	11,924	11,696
Interest Earnings	171	120	120
Other Revenues	365	250	275
State Grants	447	1,064	564
Federal Grants	13,634	20,050	18,723
Total Revenues	32,266	39,852	38,978
<b>Operating Expenditures Summary</b>			
Salary	837	1,017	1,074
Fringe Benefits	244	284	315
Other Operating	23,758	34,089	32,995
Capital	56	53	6
Total Operating Expenditures	24,895	35,443	34,390
<b>Non-Operating Expenditures Summary</b>			
Reserve	0	4,409	4,588
Total Non-Operating Expenditures	0	4,409	4,588

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Administration	1,853	1,884	14	14
Emergency Housing	8,043	8,059	0	0
Permanent Housing	10,188	10,526	0	0
Support Services	5,022	4,931	0	0
Transitional Housing	10,337	8,990	0	0
Total Operating Expenditures	35,443	34,390	14	14

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	2,143	2,143	0	2,143	0	2,143	0	6,428	15,000
FEMA Reimbursements	123	0	0	0	0	0	0	0	123
State Hurricane Trust Fund	41	0	0	0	0	0	0	0	41
Stewart B. McKinney Grant	400	0	0	0	0	0	0	0	400
Total:	2,707	2,143	0	2,143	0	2,143	0	6,428	15,564
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Homeless Facilities	2,667	2,143	40	2,143	0	2,143	0	6,428	15,564
Total:	2,667	2,143	40	2,143	0	2,143	0	6,428	15,564

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Public Assistance - Community Partnership for Homeless Contract	6,562	6,923	7,331	7,366	7,323
Public Assistance - Housing First Model	525	792	819	819	819
Public Assistance - Specialized Outreach	200	189	412	412	412
Public Assistance - Chronic Homeless Housing	0	0	800	425	800
Public Assistance - Homestead Air Reserve Base	0	0	793	100	1,100
Public Assistance - Various Programs	2,785	2,245	3,702	4,561	3,612
Administrative Reimbursement	43	47	55	55	56
Contract Temporary Employees	21	29	38	33	23
Travel	10	4	12	12	6
Rent	57	66	66	66	71
Public Education Campaign	0	0	20	20	20

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION**

The Administration Division oversees all departmental activities including personnel and budget development; and coordinates services for the homeless individuals, and families throughout Miami-Dade County.

- Implements the policies developed by the Board of the Homeless Trust, including the utilization of the local, state, and federal funds to assist the homeless
- Serves as staff to the Board of the Homeless Trust and liaison to the Mayor, County Manager, and the Board of County Commissioners
- Coordinates Homeless Trust activities and recommends, defines, and monitors operating goals, objectives, and procedures for the Homeless Trust
- Administers a portion of the one percent Food and Beverage Tax proceeds
- Provides continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse, and recently released inmate services
- Provides access to culturally sensitive outreach, prevention and intervention services for Miami-Dade County children, youth, and their families

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Efficiently coordinate services for the homeless	Unsheltered chronically homeless people in Miami-Dade County	371	274	247	247	222
	Beds in homeless continuum of care	5,550	5,550	5,706	5,706	5,840
	Completion of permanent housing units	100	147	100	92	100
	Outreach team contacts with clients	48,000	64,087	50,000	50,764	50,000
	Placements into housing units	12,360	14,924	13,280	14,300	14,300

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Provide support for 2,414 permanent continuum of care beds for families and individuals, to include specific units for mental health, disabled, HIV/AIDS, and substance abuse clients; pursue the development and funding for 100 new beds to add to the existing continuum inventory (\$10.526 million)	Maintain goal of placing 4,600 homeless men, women, and children into permanent housing in FY 2008-09
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Provide support for 1,853 transitional continuum of care beds for families and individuals, to include specific units for mental health, disabled, HIV/AIDS, and substance abuse clients, as well as victims of domestic violence (\$8.990 million)	Increase goal of placing 1,700 homeless men, women, and children into transitional housing in FY 2008-09 from 1,680 in FY 2007-08
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Provide support for 1,402 emergency continuum of care beds for families and individuals primarily at the Homeless Assistance Centers (HAC), operated by the Community Partnership for Homeless (CPH) (\$8.059 million)	Increase goal to 8,000 in FY 2008-09 from 7,000 homeless men, women, and children placed into emergency housing in FY 2007-08
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Develop additional permanent homeless housing with Building Better Communities Bond proceeds (\$15 million)	Increase the inventory of affordable and permanent supportive housing, thereby providing housing units for homeless and formerly homeless individuals (\$2.143 million in FY 2008-09)
HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services	Provide support services, such as outpatient substance abuse treatment and mental health services, employment programs, outreach, and legal services; fund an indoor meals program in collaboration with the City of Miami and the Miami Coalition for the Homeless, Inc. (\$4.931 million)	Maintain goal of providing support services to 3,600 individuals and families and providing indoor meals to homeless individuals and families in FY 2008-09

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **Budget Enhancements or Reductions and Additional Comments**

- As of January 2008, countywide homeless census data indicated that there were 4,624 homeless individuals in Miami-Dade County, comprised of 1,347 individuals on the street and 3,277 in emergency and transitional housing; the January 2007 homeless census indicated that there were a total of 4,392 homeless individuals in Miami-Dade County, comprised of 1,380 individuals on the street and 3,012 in emergency and transitional housing
- The Homeless Trust administers 104 individual grant-funded programs with 26 organizations to provide essential homeless services in Miami-Dade County
- The Homeless Trust continues to fund the Homeless Help Line (1-877-994-HELP), which routes over 16,000 client calls per year to outreach teams for services (\$6,500)
- The Food and Beverage Tax proceeds continue to provide funding for temporary hotel/motel placements for families and special needs individuals until they can be placed into emergency, transitional, or permanent housing
- The Homeless Trust will continue providing matching funds (\$800,000) from Food and Beverage Tax proceeds for the top selected programs in the Homeless Trust's grant application to the United States Department of Housing and Urban Development; the program will serve chronically homeless people who are high users of emergency rooms, behavioral health services, and jails
- The FY 2008-09 Proposed Resource Allocation Plan includes \$340,000 to provide Memoranda of Agreement services to homeless individuals discharged from jails, prison, Jackson Memorial Hospital, crisis units, and youth exiting foster care
- In FY 2008-09, the Homeless Trust will conduct two countywide homeless census counts to continue to access information regarding the type and amount of homeless individuals in Miami-Dade County
- The Homeless Trust will continue to collaborate with the Miami-Dade County Public School System, the Miami Coalition for the Homeless (MCH), and the Community Partnership for Homeless (CPH) to distribute and show educational videos along with an integrated week long school curriculum for the target audience of school children grades K through 12 to heighten their awareness about homelessness and to reduce youth violence against homeless individuals
- The FY 2008-09 Proposed Resource Allocation Plan includes \$500,000 from the Food and Beverage Tax Proceeds to provide homelessness prevention services to individuals and families
- The Homeless Trust is working with the United States Department of Health and Human Services to complete the development of the Homestead Air Reserve Base site with 145 units of permanent supportive housing, a landscape/produce nursery and a micro enterprise farmers market (\$1.1 million was received from Carrfour Supportive Housing, Inc. in FY 2007-08 as a lease acquisition fee earmarked for the development of permanent supportive housing and \$7.6 million in Building Better Communities General Obligation Bond funds)
- Carrfour Villa Aurora is a mixed use project consisting of 39 units of permanent supportive housing for homeless families and 37 units of affordable housing; the ground floor will house the Hispanic Branch of the Miami-Dade County Public Library System; completion of the project is scheduled for December 2009 (\$564,000)

# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## Housing Agency

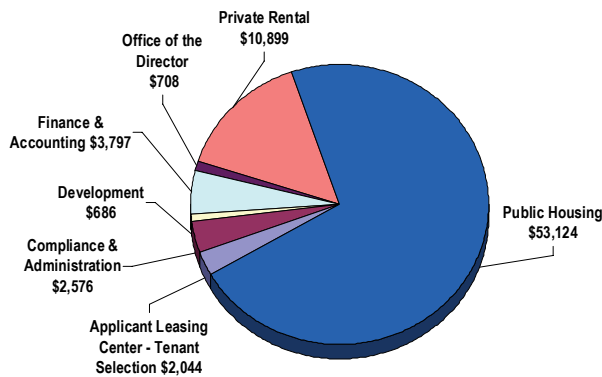
The mission of the Miami-Dade Housing Agency (MDHA or the Agency) is to provide high quality affordable and subsidized housing to eligible residents in both private and public housing markets; to assist extremely low-income to moderate-income working families and individuals to buy homes; and to expand the inventory of affordable and workforce housing for renters and home buyers throughout Miami-Dade County. MDHA provides supportive services to improve the quality of life and general environment of public housing residents, including assisted living facility (ALF) services for elderly residents, and the Family Self-Sufficiency Program for tenants in the Section 8 and Public Housing programs.

As part of the Health and Human Services strategic area, MDHA oversees approximately 9,340 units of public housing; provides Section 8 subsidized payments for up to 17,000 clients; funds the first public housing ALF in the country, the 101-bed Helen Sawyer facility; and supports the new 100-bed Ward Towers ALF.

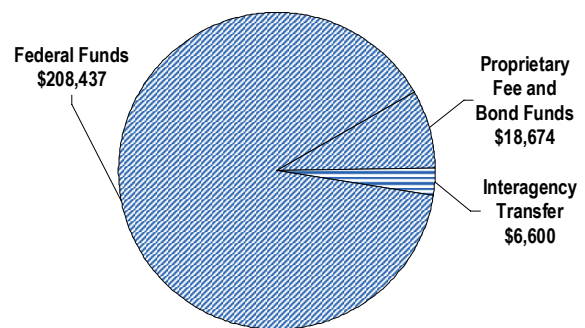
MDHA's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. MDHA works closely with the Overall Tenants Advisory Council (OTAC), the Section 8 Advisory Board, private landlords, not-for-profit and for-profit developers, and County departments including the Department of Human Services (DHS), the Office of Community and Economic Development (OCED), and the Housing Finance Authority (HFA). A primary partner of MDHA is the United States Department of Housing and Urban Development (U.S. HUD), which provides the Agency's Public Housing, Capital Grants, Section 8, and HOPE VI funding and oversees MDHA's performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP).

## FY 2008-09 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<b><u>OFFICE OF THE DIRECTOR</u></b>													
<ul style="list-style-type: none"> <li>Administers housing programs; provides direction and coordination of federal and local housing programs to assist extremely low- to moderate-income families; interacts with the Mayor, the County Manager, Board of County Commissioners, residents, community groups, and other public and private entities to ensure attainment of the Agency's goals and objectives</li> </ul>													
<u>FY 07-08</u> 10	<u>FY 08-09</u> 6												
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>COMPLIANCE AND ADMINISTRATION</u></b></p> <ul style="list-style-type: none"> <li>Audits operations for compliance with U.S. HUD and departmental regulations</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 28</td> <td><u>FY 08-09</u> 30</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>PRIVATE RENTAL HOUSING</u></b></p> <ul style="list-style-type: none"> <li>Administers Section 8 housing programs including Housing Choice Voucher (HCV)</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 106</td> <td><u>FY 08-09</u> 117</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><b><u>PUBLIC HOUSING</u></b></p> <ul style="list-style-type: none"> <li>Provides public housing units and property management</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 329</td> <td><u>FY 08-09</u> 294</td> </tr> </table> </div>	<u>FY 07-08</u> 28	<u>FY 08-09</u> 30	<u>FY 07-08</u> 106	<u>FY 08-09</u> 117	<u>FY 07-08</u> 329	<u>FY 08-09</u> 294	<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>FINANCE AND ACCOUNTING</u></b></p> <ul style="list-style-type: none"> <li>Provides support functions to the Agency and ensures that federal and County requirements are met</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 45</td> <td><u>FY 08-09</u> 45</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b><u>DEVELOPMENT</u></b></p> <ul style="list-style-type: none"> <li>Identifies and constructs new housing development projects, mixed use development acquisitions, and disposition activities for County-owned properties</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 16</td> <td><u>FY 08-09</u> 11</td> </tr> </table> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><b><u>APPLICANT LEASING CENTER</u></b></p> <ul style="list-style-type: none"> <li>Accepts applications for Public Housing and Section 8</li> </ul> <table style="width: 100%; text-align: center;"> <tr> <td><u>FY 07-08</u> 29</td> <td><u>FY 08-09</u> 30</td> </tr> </table> </div>	<u>FY 07-08</u> 45	<u>FY 08-09</u> 45	<u>FY 07-08</u> 16	<u>FY 08-09</u> 11	<u>FY 07-08</u> 29	<u>FY 08-09</u> 30
<u>FY 07-08</u> 28	<u>FY 08-09</u> 30												
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<u>FY 07-08</u> 329	<u>FY 08-09</u> 294												
<u>FY 07-08</u> 45	<u>FY 08-09</u> 45												
<u>FY 07-08</u> 16	<u>FY 08-09</u> 11												
<u>FY 07-08</u> 29	<u>FY 08-09</u> 30												

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09	(dollars in thousands)	Total Funding Budget FY 07-08	Total Funding Proposed FY 08-09	Total Positions Budget FY 07-08	Total Positions Proposed FY 08-09
<b>Revenue Summary</b>				<b>Expenditure By Program</b>				
General Fund Countywide	7,967	687	0	<b>Strategic Area: Health and Human Services</b>				
Carryover	0	1,516	0	Applicant Leasing Center -	2,057	2,044	29	30
Fees and Charges	0	12	12	Tenant Selection				
Interest Income	1,271	307	150	Compliance & Administration	2,542	2,576	28	30
Lakeside & Park Lakes Revenues	0	650	0	Development	741	686	16	11
Miscellaneous Revenues	2,375	673	664	Finance & Accounting	5,506	3,797	45	45
Other	17	15	15	Office of the Director	1,140	708	10	6
Other Revenues	0	1	0	Private Rental	12,060	10,899	106	117
Rentals	16,521	17,619	17,333	Public Housing	50,340	53,124	329	294
Sale of Properties-Homeownership	10	1,000	500	<b>Total Operating Expenditures</b>	<b>74,386</b>	<b>73,834</b>	<b>563</b>	<b>533</b>
Carryover	0	6,079	8,000					
Family Self Sufficiency-FSS	0	63	64					
Federal Grants	393	5,442	3,049					
HAP-Section 8 New Construction	2,995	3,060	0					
Housing Assistance Payments	154,305	122,683	151,607					
Public Housing Subsidy	28,574	29,644	30,483					
Section 8 Admin Fee	15,991	12,711	15,234					
Community Development Block Grant	0	3,500	6,600					
<b>Total Revenues</b>	<b>230,419</b>	<b>205,662</b>	<b>233,711</b>					
<b>Operating Expenditures Summary</b>								
Salary	29,125	28,278	28,429					
Fringe Benefits	10,885	9,712	10,270					
Other Operating	41,709	35,616	34,500					
Capital	472	780	635					
<b>Total Operating Expenditures</b>	<b>82,191</b>	<b>74,386</b>	<b>73,834</b>					
<b>Non-Operating Expenditures Summary</b>								
Reserve	0	2,902	270					
Other Non-Operating Adjustments	128,691	127,683	159,607					
<b>Total Non-Operating Expenditures</b>	<b>128,691</b>	<b>130,585</b>	<b>159,877</b>					

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Capital Asset Acquisition Bond 2007 Proceeds	16,341	0	0	0	0	0	0	0	16,341
Capital Fund Program (CFP) - 717	2,795	2,093	2,093	1,133	0	0	0	0	8,114
Capital Fund Program (CFP) - 718	0	2,483	2,482	2,481	2,479	0	0	0	9,925
Capital Funds Program (CFP) - 715	6,669	372	0	0	0	0	0	0	7,041
Capital Funds Program (CFP) - 716	4,215	2,396	1,369	0	0	0	0	0	7,980
Capital Funds Program (CFP) - Future	0	0	9,925	9,925	9,925	9,925	0	0	39,700
Hope VI Grant	16,148	9,803	9,049	0	0	0	0	0	35,000
Replacement Housing Factor (RHF)	932	2,323	3,221	0	0	0	0	0	6,476
Sunshine State Financing	4,800	0	0	0	0	0	0	0	4,800
<b>Total:</b>	<b>51,900</b>	<b>19,470</b>	<b>28,139</b>	<b>13,539</b>	<b>12,404</b>	<b>9,925</b>	<b>0</b>	<b>0</b>	<b>135,377</b>
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Public Housing Improvements	33,550	26,079	38,639	14,780	12,404	9,925	0	0	135,377
<b>Total:</b>	<b>33,550</b>	<b>26,079</b>	<b>38,639</b>	<b>14,780</b>	<b>12,404</b>	<b>9,925</b>	<b>0</b>	<b>0</b>	<b>135,377</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Rent	1,247	1,260	1,355	1,270	1,388
Transfers and Reimbursements					
• Helen Sawyer ALF	2,253	2,381	1,950	1,950	0

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: PUBLIC HOUSING**

The Public Housing Division provides public housing units and property management.

- Provides property management and maintenance services, including occupancy, relocation, leasing, rent, eviction, vacancy reduction, and policy review and development for public housing developments
- Administers the Helen Sawyer Assisted Living Facility (ALF) and provides management and maintenance services to the Ward Towers ALF

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Maximize the effective use of existing Public Housing	Public Housing Assessment System (PHAS) score*	90%	87%	90%	88%	90%
	Average monthly number of families renting	8,800	8,078	9,000	8,560	9,000
	Net families moved into Public Housing**	500	161	500	400	500
	Occupancy rate	95%	90%	95%	97%	98%
	Adjusted vacancy rate***	5%	6%	5%	5%	3%

\*Both the FY 2006-07 and FY 2007-08 values represent an internal computation while on U.S. HUD waiver

\*\*Total moves into Public Housing minus transfers within Public Housing

\*\*\*Calculation formula excludes units unavailable due to renovation or rehabilitation

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Modernize and renovate various public housing developments and convert public housing dwelling structure units, including public spaces, sites, and non-dwelling units, to Uniform Federal Accessibility Standards (UFAS) compliance with funding from the Capital Fund Program	Modifications to 55 units undertaken; modernization and renovation of 29 units and other public and common areas underway

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: PRIVATE RENTAL**

The Private Rental Housing Division administers the Section 8 housing programs including Housing Choice Voucher (HCV).

- Conducts housing quality standards (HQS) inspections for all programs administered
- Acts as contract administrator for Substantial Rehabilitation properties

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Maximize the effective use of Section 8 resources	Section 8 Management Assessment Program (SEMAP) score	145	95	145	95	145
	Unissued Section 8 vouchers*	0	2,200	0	794	0
	Issued Section 8 vouchers**	1,800	2,036	1,800	1,576	3,000
	Units leased in the Section 8 Housing Choice Voucher Program	14,432	13,082	14,468	14,139	14,168

\*Variations due to organizational restructuring, thereby providing operational efficiencies in issuance of vouchers

\*\*Target increase from FY 2007-08 to FY 2008-09 due to an approximate \$30 million increase in federal subsidy for Section 8

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Increase homeownership opportunities through the Section 8, 5H, and Section 32 homeownership programs	Promote homeownership opportunities

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: APPLICANT LEASING CENTER - TENANT SELECTION**

The Applicant Leasing Center accepts applications for Public Housing and Section 8.

- Maintains waiting lists in accordance with the requirements of the Adker Consent Decree
- Determines eligibility, makes offers of units/vouchers, and maintains a list of transfer requests

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Ensure a ready pool of eligible applicants for both the Section 8 and Public Housing programs	Section 8 eligibility screenings completed	3,600	5,019	5,000	5,000	5,000
	Public housing eligibility screenings completed	6,000	9,083	6,000	6,000	6,000
	Average number of eligible applicants in the "ready pool"	240	318	240	300	300

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Continue to address the housing needs of extremely low-income to low-income residents by utilizing all available funding for the Section 8 and other voucher programs and by streamlining the process and increasing landlord outreach	Maximize utilization through the Agency's wait list and utilization of the Section 9 Customer Service Center

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **DIVISION: FINANCE & ACCOUNTING**

The Finance and Accounting Division provides support functions to the Agency and ensures that federal and County requirements are met.

- Provides support functions including budgeting, accounting, management information systems, procurement, contract administration, and materials management

### **Strategic Plan Outcome - Measures**

- ES8-3: Compliance with financial laws and generally accepted accounting principles, etc.

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Increase the rate of standard payments and purchases	Average monthly accounts payable claims paid	4,200	3,750	4,200	3,630	4,200
	Special Purchase Orders issued due to expired contracts*	0	450	0	179	0

\*The Agency is working towards improving contract monitoring standards to achieve efficiencies in contract administration

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: COMPLIANCE & ADMINISTRATION**

The Compliance and Administration Division audits operations for compliance with U.S. HUD and departmental regulations.

- Monitors U.S. HUD measures including the Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) scores
- Monitors Adker settlement and other initiatives
- Conducts fraud investigations and appeals
- Provides administrative support including human resources, agenda coordination, fair housing, Americans with Disabilities Act, and communication functions

### **Strategic Plan Outcome - Measures**

- HH7-1: Improved customer service and care in health and human services (priority outcome)

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Improve communication with and oversight of public housing tenants	Program abuse and fraud cases investigated	240	288	240	269	280
	Tenant files reviewed by Quality Assurance	80	80	80	106	80
	Visits to the Housing Agency website (in thousands)*	400	5,276	150	300	200

\*The FY 2006-07 actual includes visits by web macros, which are excluded starting with FY 2007-08

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: DEVELOPMENT**

The Development Division identifies and constructs new housing development projects, mixed use development acquisitions, and disposition activities for County-owned properties.

- Provides architectural/engineering and construction contract administration, and provides oversight of construction and rehabilitation field work
- Provides technical support and contract administration to comply with the unit delivery schedule under the Voluntary Compliance Agreement

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Ensure clean, safe, and accessible public housing units	Uniform Federal Accessibility Standards (UFAS) accessible units completed	45	55	120	85	143
	Public housing units renovated	502	322	680	552	500

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Complete the procurement of a developer for Phase II of the Hope VI Revitalization Program, which will work with MDHA and the community to provide a new revitalization plan based on needs and available funding	Increase the number of homeownership opportunities for extremely low-income to low-income residents in Miami-Dade County

### **Budget Enhancements or Reductions and Additional Comments**

- On October 26, 2007, Miami-Dade County and the United States Department of Housing and Urban Development (U.S. HUD) entered into a Settlement Agreement detailing the terms of temporary federal possession of the Miami-Dade Housing Agency (MDHA); both parties agreed to this possession for an initial nine-month period, but may be extended pursuant to the terms of the agreement; the Oversight Administrator, designated by U.S. HUD, is MDHA's policy maker and day-to-day decision maker while the Agency is in receivership; the County can petition U.S. HUD for the Agency's return once certain items outlined in the work plan, as articulated through the settlement agreement, are completed
- During FY 2007-08, the County-owned Section 8 New Construction and Affordable Housing properties were transferred to the Office of Community and Economic Development (OCED); MDHA, through the Applicant and Leasing Center, will continue to provide clients from the waiting list to fill vacancies for the County-owned Section 8 New Construction properties, as the Adker Consent Decree requires a single project-based waiting list

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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- Between August 27, 2006 and April 30, 2008, MDHA has filled more than 2,000 public housing vacancies; a total of 1,109 vacancies were targeted in prior years for comprehensive modernization; to further accelerate productivity of the vacant units for occupancy, MDHA has implemented a new contract using fixed prices and predetermined rates for the repairs of contract vacant units
- To comply with the Uniform Federal Accessibility Standards (UFAS) program required under the County's Voluntary Compliance Agreement (VCA) with U.S. HUD, MDHA will continue to renovate selected units in public housing developments to improve the quality of subsidized housing for persons with disabilities
- Beginning in calendar year (CY) 2008, MDHA submitted to U.S. HUD the operating subsidy calculations, including the Capital Fund Program (CFP) at the Asset Management Project (AMP) level; MDHA will prepare operating budgets, track financials and operational performance at the AMP level, with each AMP being restricted to the amount of administrative/management overhead it can supply for the support of central or administrative operations; the Agency is currently revising the structure of the AMPs and realigning the staff to better operate within the respective AMPs
- During FY 2007-08, MDHA will re-open the waiting lists for its Project-based and Tenant-based programs, and a new WebApp online application for wait list intake will be available
- The FY 2007-08 projection assumes a transfer of CDBG Disaster Recovery funds (\$3.1 million) for rehabilitation and hardening of structures; and an additional \$1.5 million from non-federal income to cover the tenant rental portion related to the Private Rental Housing Program
- The FY 2007-08 projection assumes an increase of 40.6 percent (\$42.924 million) in Section 8 Housing Assistance Payments, to \$165.754 million from the FY 2007-08 Adopted Budget of \$122.83 million; and an increase of 26.8 percent (\$3.217 million) in the Section 8 Administrative Fee, to \$15.238 million from the FY 2007-08 Adopted Budget of \$12.021 million
- Work is still ongoing on the repairs to off-line units that are considered hard to ready that were funded in the FY 2006-07 Adopted Budget, including \$5.2 million in additional funding from Community Development Block Grant (CDBG); this reimbursement allocation, in addition to \$3 million from MDHA federal capital funds, was utilized to expedite the repair and rehabilitation of 1,100 public housing units in need of comprehensive modernization; more than 1,400 units have been completed to date and an additional 500 units are now being targeted for repairs to increase occupancy to a minimum of 97% by the end of FY 2007-08
- Modernizing the technology infrastructure and management information systems remains a high priority; in FY 2006-07, the Agency upgraded 39 geographically disparate public housing sites from multiplexed serial lines to County DSL or T-1 high speed links; converting the legacy system used to transact Housing Operations will be rescheduled for completion in FY 2008-09
- During FY 2007-08, the funding received from the General Fund will be fully expended; it will be used to improve the delivery of services in the Agency including a new computerized file system that will track over 14,000 files (\$80,000); an integrated web-based program to schedule and track inspections in a timely manner as well as improve documentation of inspection results (\$509,000); and partial funding for consultants to review and streamline processes and provide training to improve utilization of vouchers (\$98,000)
- The FY 2008-09 Proposed Resource Allocation Plan reflects an increase of 23.6 percent (\$28.924 million) in Section 8 Housing Assistance Payments, to \$151.607 million from the FY 2007-08 Adopted Budget of \$122.683 million; and an increase of 26.7 percent (\$3.213 million) in the Section 8 Administrative Fees, to \$15.234 million from the FY 2007-08 Adopted Budget of \$12.021 million
- The FY 2008-09 Proposed Resource Allocation Plan reflects an increase in the Public Housing subsidy of \$839,000 (2.83 percent), to \$30.483 million from the FY 2007-08 Adopted budget of \$29.644 million
- The FY 2008-09 Proposed Resource Allocation Plan includes the transfer of CDBG Disaster Recovery funds (\$3.5 million) to cover public housing-related expenditures

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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- During FY 2008-09, the Agency will continue expenditures of \$4.8 million in allocated financing proceeds for the Housing Safety and Security Improvements Program from prior years; \$4.0 million in carryover is budgeted to be spent between FY 2008-09 and FY 2009-10 to continue to implement the safety and security plan at public housing sites throughout the County; safety surveys have been completed and cost estimates for safety and security have been completed for all public housing properties; the program has provided safety improvements such as street lighting, exterior development lighting to illuminate public areas, perimeter fencing surrounding the public housing properties, closed circuit video monitors, intercom systems, and security gates; new lights have been installed and existing lights have been repaired, with bullet proof covers, at the Liberty Square public housing development; perimeter fencing has been completed at Model Cities; security cameras installed and existing systems expanded at various sites
- With the assistance of the Finance Department and the Office of Strategic Business Management, staff will continue to assess the financial condition of the Agency, including, but not limited to, the cash flow and balance sheet statements from prior fiscal years; any necessary action needed to correct deficiencies in the Agency will be brought to the Board of County Commissioners (BCC) for consideration and approval
- *The FY 2008-09 Resource Allocation Plan includes the elimination of 35 positions from the Public Housing Division, five positions from the Housing Development Division, and an increase of 10 new positions for the Private Rental Housing Division, for a net reduction of 30 positions as a result of an extensive reorganization process to improve customer service and improve efficiencies in processing*
- Metrics systems for internal incident management tracking are being assessed by Management Information Systems (MIS) in order to streamline the delivery of services to MDHA using a quantifiable process
- The Department's Capital Budget includes \$16.341 million in Capital Asset Acquisition Bond Series 2007 allocated in FY 2006-07 for the HOPE VI Scott/Carver Homes project; Phase I of the Scott/Carver project has been completed with 57 single family homeownership units; Phase II is underway utilizing federal funding for developer solicitation to build affordable units; Phase III will utilize the Capital Asset Acquisition Bonds Series 2007 and any other local funding for additional affordable dwellings

### **Department Operational Unmet Needs**

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Upgrade data circuits and phone lines to over 39 housing sites	\$0	\$103	0
Upgrade IT hardware and software programs	\$0	\$300	0
Hire 35 Structural Maintenance Technicians to improve overall condition of public housing assets	\$0	\$1,542	35
<b>Total</b>	<b>\$0</b>	<b>\$1,945</b>	<b>35</b>

# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## Housing Finance Authority

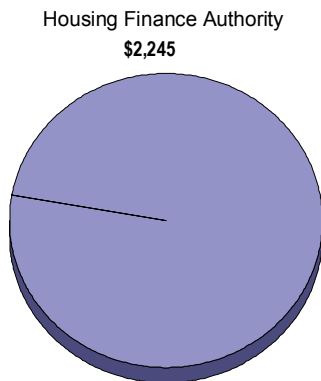
The Housing Finance Authority (HFA) works to achieve the goal of alleviating the shortage of affordable residential housing available for low-income to moderate-income families and individuals in Miami-Dade County. HFA issues mortgage revenue bonds to provide capital for investment in single- and multi-family housing. HFA's multi-family rental bond financing also provides affordable rental units throughout the county for eligible families and individuals.

As part of the Health and Human Services strategic area, HFA works to provide adequate, quality, and affordable housing equitably throughout Miami-Dade County. The two primary functions within the Department, administration and operations, encompass bond financing for single- and multi-family housing and compliance monitoring.

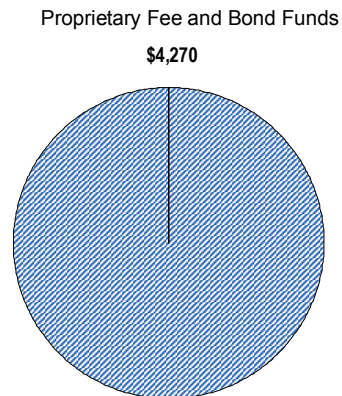
The services provided by HFA benefit low-income to moderate-income Miami-Dade County residents. HFA partners with community-based organizations (CBOs), private developers, and banks.

## FY 2008-09 Proposed Budget

### Expenditures by Activity (dollars in thousands)



### Revenues by Source (dollars in thousands)



## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

<b><u>HOUSING FINANCE AUTHORITY</u></b>	
<ul style="list-style-type: none"> <li>• Alleviates the shortage of affordable residential housing available for low- to moderate-income families and individuals</li> </ul>	
<u>FY 07-08</u>	<u>FY 08-09</u>
11	11

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09
<b>Revenue Summary</b>			
Carryover	1,878	2,019	2,140
Housing Fees and Charges	1,219	1,076	1,075
Interest Income	1,020	955	900
Miscellaneous Revenues	9	125	155
Total Revenues	4,126	4,175	4,270
<b>Operating Expenditures Summary</b>			
Salary	896	1,049	1,057
Fringe Benefits	200	273	279
Other Operating	639	1,188	897
Capital	3	11	12
Total Operating Expenditures	1,738	2,521	2,245
<b>Non-Operating Expenditures Summary</b>			
Reserve	0	1,654	1,875
Other Non-Operating Adjustments	0	0	150
Total Non-Operating Expenditures	0	1,654	2,025

(dollars in thousands) Expenditure By Program	Total Funding		Total Positions	
	Budget FY 07-08	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Housing Finance Authority	2,521	2,245	11	11
Total Operating Expenditures	2,521	2,245	11	11

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Rent	77	76	82	131	180
External Audit	50	51	135	102	145

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: HOUSING FINANCE AUTHORITY**

The Housing Finance Authority alleviates the shortage of affordable residential housing available for low-to moderate-income families and individuals.

- Issues mortgage revenue bonds to provide capital for investment in affordable multi-and single-family housing

### **Strategic Plan Outcome - Measures**

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Alleviate shortage of affordable housing for low-to moderate-income families	Percent of available funding allocation issued as loans*	25%	7%	5%	5%	25%
	Value of outstanding multifamily mortgage revenue bonds (in thousands)	\$370,000	\$370,000	\$365,000	\$365,000	\$360,000
	Bond-financed loans to low- to moderate-income families	50	42	50	50	50
	Default rate on outstanding homeownership loans	3%	3%	3%	3%	2%
	Multifamily rental units funded in Miami-Dade County that meet HFA criteria for quality and affordability**	100	0	100	300	100
	Value of outstanding single family mortgage revenue bonds (in thousands)	\$115,000	\$115,000	\$108,000	\$108,000	\$101,000

\*FY 2008-09 target increase due to anticipation of market and industry changes

\*\*FY 2007-08 projection higher than anticipated due to progression of project in excess of 300 units

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Educate community on homeownership and avoidance of foreclosure and predatory lending	Home buyer club meetings	20	20	20	20	20
	Home buyers receiving vouchers after completing certification	200	259	200	228	250
	Educational workshops on predatory lending and mortgage foreclosure	10	11	10	10	10
	Individuals that attended educational workshops on predatory lending and mortgage foreclosure	500	820	500	500	500
	Intake clients referred to appropriate agencies for assistance on a predatory lending or loan foreclosure issue	0	36	0	30	35

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **BUDGET PRIORITIES**

<b>Strategic Plan Outcome</b>	<b>Programs/Initiatives</b>	<b>Impact</b>
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Continue to provide financing for quality affordable housing throughout Miami-Dade County	Continue to provide financing for construction or rehabilitation of approximately 100 rental units for low-income to moderate-income families and provide financing to approximately 60 new homeowners
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Continue to provide information and education about foreclosure prevention and anti-predatory lending to homeowners, buyers, and other impacted groups throughout Miami-Dade County	Participate, coordinate or sponsor 25 sessions over 12 months in partnership with lenders, owners, community organizations and other interested groups
HH5-1: Increased availability of affordable and special needs housing (priority outcome)	Continue to introduce home buyers, developers, and lenders to affordable green building initiatives and new building techniques to help reduce housing costs and maintenance	Continue to seek opportunities to assist at least 50 buyers, 5 developers, and 5 lenders with gaining access to funding, land, and green building techniques over the next five years

### **Budget Enhancements or Reductions and Additional Comments**

- In FY 2007-08, HFA hosted the National Association of Local Housing Finance Authorities (NALHFA) 2007 Fall Educational Conference in Miami-Dade County; HFA Director was elected national President of NALHFA
- The FY 2008-09 Proposed Resource Allocation Plan includes the transfer of the Documentary Stamp Surtax (Surtax), State Housing Initiatives Partnership (SHIP), Home Investment Partnerships Program (HOME), and the American Dream Down payment Initiative (ADDI) single-family homeownership and rehabilitation programs to the Office of Community and Economic Development (OCED)
- The Department's FY 2008-09 Proposed Resource Allocation Plan includes the transfer of 12 positions to OCED to oversee the Surtax and SHIP programs

# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## Human Services

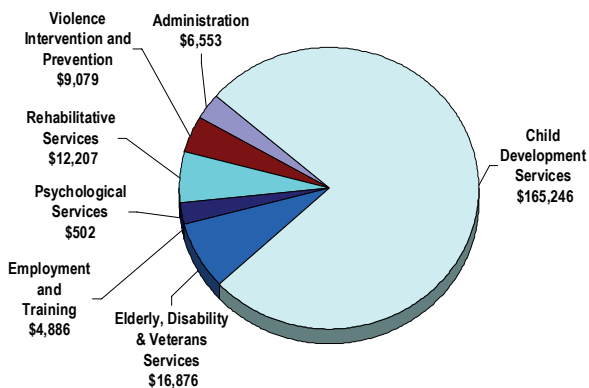
The Department of Human Services (DHS) provides comprehensive social services to assist children, adults, elderly residents, and families to attain self-sufficiency, function independently, and lead productive lives.

As part of the Health and Human Services strategic area, DHS is organized into five direct service components: Child Development Services provides subsidized child care, resource and referral information on child-related services, training and technical assistance for child care teachers and providers, and family assessment; Rehabilitative Services provides comprehensive outpatient substance abuse services for the Eleventh Judicial Circuit Court and outreach services to homeless individuals; Elderly, Disability and Veteran Services assists the veterans and their families, provides comprehensive services to elderly and young adults with disabilities, provides senior citizens with nutritious meals, and creates the opportunity for structured congregate activities at various neighborhood community centers; and Targeted Services, which includes violence intervention and prevention services, and refugee and migrant educational and job placement services. As one of two accredited public social service agencies in the State of Florida, and one of 83 public agencies accredited in the nation by the Council on Accreditation (COA), the Department works to ensure that services are provided using best practices, as defined by the COA.

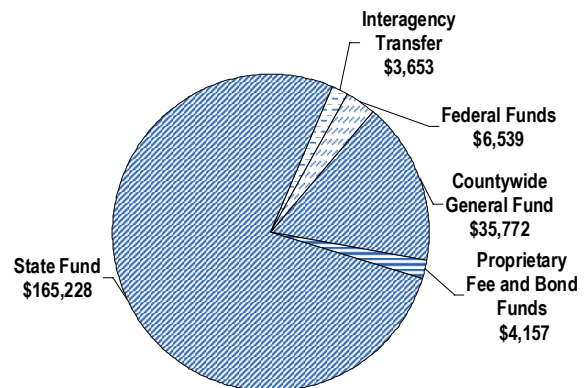
The Department coordinates its activities with various community stakeholders including advisory councils, other human services providers, the judicial system, and a series of human service coordinating and funding agencies. In addition, DHS collaborates with state, federal, and local agencies to ensure regulatory compliance with grant requirements and human and social services planning as part of the Social Services Master Plan.

## FY 2008-09 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)



**Revenues by Source**  
(dollars in thousands)



# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<b><u>OFFICE OF THE DIRECTOR</u></b>			
<ul style="list-style-type: none"> <li>Formulates policies and provides overall direction and coordination of departmental functions</li> </ul>			
<u>FY 07-08</u> 4		<u>FY 08-09</u> 4	
<b><u>ADMINISTRATION</u></b>		<b><u>ELDERLY, DISABILITY, AND VETERAN SERVICES</u></b>	
<ul style="list-style-type: none"> <li>Provides administrative support including personnel services, contract and financial management, and procurement; develops and maintains information systems; coordinates Board of County Commissioners agenda items and all leases for DHS facilities</li> </ul>		<ul style="list-style-type: none"> <li>Administers programs focusing on the development and care of individuals including a continuum of services for the elderly, veterans, and program for the disabled (DSAIL)</li> </ul>	
<u>FY 07-08</u> 47	<u>FY 08-09</u> 30	<u>FY 07-08</u> 217	<u>FY 08-09</u> 180
<b><u>CHILD DEVELOPMENT SERVICES</u></b>		<b><u>TARGETED SERVICE</u></b>	
<ul style="list-style-type: none"> <li>Administers child care services including school readiness, inclusion and voluntary pre-kindergarten, at family day care/child care centers throughout Miami-Dade County; provides community outreach services to children from infancy to 13 years of age and their families</li> </ul>		<ul style="list-style-type: none"> <li>Administers and coordinates clinical intervention services to families in distress including shelter services for victims of domestic violence and treatment for batterers; administers vocational, employment, and support services for refugees, farm workers, migrants, youth, and families; and provides psychosocial assessments for children in Head Start</li> </ul>	
<u>FY 07-08</u> 196	<u>FY 08-09</u> 196	<u>FY 07-08</u> 146	<u>FY 08-09</u> 139
<b><u>REHABILITATIVE SERVICES</u></b>		<b><u>NEIGHBORHOOD SERVICES</u></b>	
<ul style="list-style-type: none"> <li>Administers comprehensive substance abuse treatment system for adult substance abusers in Miami-Dade County; services include prevention, central intake, and residential/outpatient services; provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services; provides outreach services to homeless individuals and families</li> </ul>		<ul style="list-style-type: none"> <li>Administers network of neighborhood multi-purpose centers that provide social services, direct financial assistance, emergency relocation assistance, and emergency shelter placement</li> </ul>	
<u>FY 07-08</u> 137	<u>FY 08-09</u> 118	<u>FY 07-08</u> 64	<u>FY 08-09</u> 0

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09	(dollars in thousands)	Total Funding Budget FY 07-08	Total Funding Proposed FY 08-09	Total Positions Budget FY 07-08	Total Positions Proposed FY 08-09
<b>Revenue Summary</b>				<b>Expenditure By Program</b>				
General Fund Countywide	56,741	47,128	35,772	<b>Strategic Area: Health and Human Services</b>				
General Fund UMSA	0	263	0	Administration	6,199	6,553	35	34
Carryover	12	0	0	Advisory Boards	137	0	1	0
Donations	0	0	50	CBO Contract Management	1,285	0	15	0
Fees for Services	812	308	340	Child Development Services	162,935	165,246	196	196
Food and Beverage Tax	1,651	0	1,600	Crime Prevention and Intervention	1,370	0	0	0
Miami-Dade Public Schools	513	268	66	Elderly, Disability & Veterans Services	16,909	16,876	217	180
Miscellaneous	0	0	21	Emergency Housing Assistance	1,754	0	7	0
Miscellaneous Revenues	389	311	410	Employment and Training	4,014	4,886	56	49
Other Revenues	1,389	2,587	938	Neighborhood Assistance	7,618	0	57	0
Rental of Office Space	752	649	678	Bureau				
Rentals	56	54	54	Psychological Services	706	502	0	3
State Grant - ELC	113,895	113,164	112,226	Rehabilitative Services	13,653	12,207	137	118
State Grant - VPK	41,814	43,119	43,196	Violence Intervention and Prevention	8,968	9,079	90	87
State Grants	9,554	7,431	9,806	Total Operating Expenditures	225,548	215,349	811	667
Federal Grants	5,755	4,813	6,539					
Community Development Block Grant	0	1,000	1,000					
Interagency Transfers	4,134	4,453	2,653					
Total Revenues	237,467	225,548	215,349					
<b>Operating Expenditures Summary</b>								
Salary	46,750	39,705	35,663					
Fringe Benefits	15,370	14,094	12,240					
Other Operating	172,316	171,472	167,433					
Capital	219	277	13					
Total Operating Expenditures	234,655	225,548	215,349					

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	208	3,187	2,672	9,800	8,079	5,204	850	0	30,000
Capital Outlay Reserve	0	1,300	0	0	0	0	0	0	1,300
Total:	208	4,487	2,672	9,800	8,079	5,204	850	0	31,300
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Departmental Information Technology Projects	0	100	0	0	0	0	0	0	100
Facility Improvements	0	1,200	0	0	0	0	0	0	1,200
Neighborhood Service Centers	208	3,187	2,619	8,700	7,786	0	0	0	22,500
Rehabilitative Services Facilities	0	0	53	1,100	293	5,204	850	0	7,500
Total:	208	4,487	2,672	9,800	8,079	5,204	850	0	31,300

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Payments to Day Care Providers	134,430	146,264	149,755	149,752	149,750
Travel	94	41	92	72	83
Contract Temporary Employees	1,327	1,297	284	794	639
Rent	2,265	2,665	2,120	1,928	1,755
Medical and Dental Services	1,080	1,020	1,604	1,572	1,577
Transfers and Reimbursements					
• Rent payment	15	15	15	15	13

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: REHABILITATIVE SERVICES**

The Rehabilitative Services Division administers comprehensive substance abuse treatment system for adult substance abusers in Miami-Dade County.

- Provides prevention programs and residential/outpatient services
- Provides outreach services to homeless individuals and families
- Provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services

### **Strategic Plan Outcome - Measures**

- HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Decrease substance abuse and substance abuse related homelessness	Homeless adults completing treatment and remaining out of jail for 30 days	461	320	270	280	340

### **BUDGET PRIORITIES**

<b>Strategic Plan Outcome</b>	<b>Programs/Initiatives</b>	<b>Impact</b>
HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services	Continue to provide comprehensive substance abuse and rehabilitative services, including evaluation and referral services; community-based outpatient and residential services; correctional facility-based services; evaluation services to criminal justice-involved adults; substance abuse treatment for sentenced offenders; and outpatient treatment for diverted drug possession offenders and criminal justice involved adults through the Treatment Alternatives to Street Crime (TASC) Program (\$14.5 million)	Provide community-based residential substance abuse treatment and correctional facility-based services to 850 individuals in FY 2008-09 from 830 individuals in FY 2007-08; provide assessment, referral, and information to 7,000 homeless; and provide substance abuse treatment to 1,600 court-ordered individuals

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: TARGETED SERVICES**

The Targeted Services Division administers and coordinates clinical intervention services to families in distress including shelter services for victims of domestic violence and treatment for batterers; administers and coordinates employment and training programs for disadvantaged populations.

- Provides services including crisis counseling, information and referral, safe shelter, transportation, emergency financial assistance, emergency food and clothing, and advocacy and support services to victims of violent and domestic crimes and their immediate family members
- Provides clinical counseling services to court-ordered domestic violence perpetrators
- Provides early intervention services to high-risk children to prevent the development of problematic behaviors; individual treatment and family group counseling services are offered for family violence victims and batterers; operates the Domestic Violence Intake Unit responsible for working with victims by providing crisis intervention and filing injunctions with the courts
- Provides employment programs for disadvantaged populations, summer program for youth, services to at-risk youth, vocational and seasonal farm worker training, and services for newly-arrived refugee populations
- Administers job development and placement programs, case management, counseling, and support services

### **Strategic Plan Outcome - Measures**

- HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Increase the employment of refugees and farmworkers	Refugees placed into employment	1,060	990	1,000	990	990
	Refugees retained in employment for ninety days	748	610	735	720	720
	Farmworkers and migrants employed	55	44	53	48	48
	Farmworkers and migrants retained in employment for ninety days	50	47	50	40	40

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Reduce the incidence and impact of domestic violence	Percentage of domestic violence children successfully completing educational program	75%	75%	75%	75%	75%
	Percentage of domestic violence perpetrators successfully demonstrating improvement in attitudes	N/A	80%	80%	80%	80%
	Domestic violence victims provided with shelter and support	1,385	1,385	1,385	1,385	1,385

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services	Continue to provide job development and placement to newly arrived refugees and farm workers/migrants; provide case management and social services to residents requiring relocation assistance; and provide counseling and mentoring for older youth facing barriers to employment or who are at-risk for illicit behavior (\$5.060 million)	Provide job development and placement to 1,045 newly arrived refugees and farm workers/migrants; provide case management and social services to 600 former Scott/Carver residents requiring relocation assistance; and provide at-risk youth intervention to 134 youth, ages 18 through 25

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: ELDERLY, DISABILITY & VETERANS SERVICES**

The Elderly, Disability & Veterans Services Division provides affordable, culturally-sensitive, quality services to elders and young adults with disabilities to help maintain them in their own homes. Services include training for persons with disabilities that includes independent living skills and employment placement assistance, veterans assistance, volunteer opportunities for the aging, adult day care, specialized senior centers, meals for the elderly, recreation, health support transportation, home care, and care planning.

- Administers programs focusing on the development and care of individuals including a continuum of services for the elderly
- Administers and operates programs focusing on the development of at-home-care for elderly clients
- Administers programs focusing on the development and care of individuals including a continuum of services and programs for the disabled (D/SAIL)
- Administers programs focusing on the development and care of veterans
- Administers the Meals for the Elderly, Meals on Wheels, Foster Grandparents, and Senior Companions programs

### **Strategic Plan Outcome - Measures**

- HH4-3: Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse and recently-released inmate services

	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
Increase the opportunity for the elderly, disabled, and veterans to live independently	Elders remaining in their own homes through In-Home Support Services	370	366	352	323	356
	Veterans assisted with benefit claims	2,750	2,732	2,750	2,750	2,750
	Persons with disabilities assisted in gaining independence, autonomy and control over their lives	539	495	495	495	495
	Meals provided to elders directly by DHS	127,687	118,100	114,450	114,450	114,450
	Elders participating as Senior Companions	101	112	109	125	101
	Elders participating as Foster Grandparents	101	101	101	101	90
	At-risk children served by Foster Grandparents	392	350	180	180	180
	Meals served through congregate meals	218,899	259,730	218,899	259,703	218,899
	Meals served through Meals on Wheels	100,375	100,245	100,375	100,375	100,375

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### BUDGET PRIORITIES

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<b>Strategic Plan Outcome</b>	<b>Programs/Initiatives</b>	<b>Impact</b>
HH4-4: Greater number of elders able to live on their own	Continue to provide services to the elderly including in-home support services (i.e. personal care, home making, chore and respite services), adult day care, meal services, volunteer opportunities, assisted living residential services, and transportation; assist veterans and their families in filing Veteran Affairs disability claims (\$14.8 million)	Maintain the same levels of services in FY 2008-09 as in FY 2007-08 by providing assistance to 6,547 elderly residents; provide over 655,000 meals to elderly residents and provide assistance to 2,250 veterans and their families filing Veteran Affairs disability claims

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## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: CHILD DEVELOPMENT SERVICES**

The Child Development Services Division administers child care services at family day care/child care centers throughout Miami-Dade County; provides community outreach services to children from infancy to 13 years of age and their families; administers the Early Learning Coalition and Voluntary Pre-Kindergarten program under contract with the Early Learning Coalition of Monroe and Miami-Dade County.

### **Strategic Plan Outcome - Measures**

- HH3-1: Increased access to and quality of child care facilities (priority outcome)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Increase the school readiness of preschoolers	Applications processed for subsidized child care*	30,994	48,718	35,757	35,757	35,757
	Invoices processed for payment to day care centers	69,772	64,000	64,000	72,640	70,000
	Percent of eligible children enrolling and attending child care	N/A	N/A	94%	94%	94%

\* Actual for FY 2006-07 increased as a result of opening waiting list for enrollment; subsequent years target based on contractual service level

### **BUDGET PRIORITIES**

Strategic Plan Outcome	Programs/Initiatives	Impact
HH3-1: Increased access to and quality of child care facilities (priority outcome)	Improve the future of Miami-Dade County's children by providing child-related services including subsidized childcare, resource and referral information for child-related services, and training for child care teachers and providers (\$165.246 million)	Maintain the number of funded slots at the FY 2007-08 level of 45,000, including 15,500 slots funded by the Voluntary Pre-Kindergarten (VPK) program; the Early Learning Coalition (ELC) of Miami-Dade and Monroe, Inc. awarded the FY 2007-08 contract for School Readiness services (\$112.226 million) to the County; in addition, the Department was awarded the Voluntary Pre-Kindergarten (VPK) contract (\$43.196 million) and 15,500 slots; the County also responded to and was awarded an Inclusion grant (\$2 million) from the ELC in FY 2007-08

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **Budget Enhancements or Reductions and Additional Comments**

- The Department's Proposed Resource Allocation Plan for FY 2008-09 is \$215.349 million and 667 employees of which \$35.772 million is General Fund supported, \$171.767 million in Federal/State Grants; and \$7.811 million in fees and other revenues
- The FY 2008-09 Proposed Resource Allocation Plan includes funding to support the administrative and operating functions of the Victims Assistance Center (\$160,000, one position)
- In FY 2008-09, the operation of the victims of domestic violence shelters, and other services provide to victims of domestic abuse will be partially supported by funds from the Food and Beverage Tax (\$1.6 million)
- *Fees and other revenues for the FY 2008-09 Proposed Resource Allocation Plan reflects a decrease in funding of \$1.375 million from \$8.924 million in FY 2007-08 to \$7.549 million, largely as a result of the operation of the Helen Sawyer Assisted Living Facility being released for bidding to private operators by the Miami-Dade Housing Agency (32 positions)*
- *In FY 2008-09, the outreach education and referral presentations to students in public schools function will be assumed by the Miami-Dade Police Department Drug Abuse Resistance Education (DARE) program (\$199,000, 2 positions)*
- *In FY 2007-08, all functions associated with community based organizations (CBOs) will be transferred to the Office of Grants Coordination (\$1.854 million, 19 positions)*
- *The FY 2008-09 Proposed Resource Allocation Plan includes service reductions due to funding limitations for the School Board Contract for psychological services (\$400,000, three positions), Advocates for Victims Program (\$150,000, two positions), Transitional Housing Phase I Grant through the Homeless Trust (\$12,000), Refugee Youth and Family (\$64,000, one position), and Refugee Employment and Training (\$63,000, one position)*
- *As a result of reviews of functions and activities in multiple departments with the goal of providing the best level of services, and to maximize our resources within the Health and Human Services strategic area, the following consolidations are recommended in the FY 2008-09 Proposed Resource Allocation Plan: neighborhood services and emergency housing assistance in DHS (\$7.705 million, 48 positions) with Self Help in Community Action Agency; transportation activities in DHS (\$1.614 million, 19 positions) with transportation in CAA; elderly programs in CAA (\$3.857 million, 24 positions) with elderly, disabled, and veteran services in DHS; and activities related to Youth Crime Task Force and Criminal Justice Council to the newly created Office of Grants Coordination (\$137,000, one position)*
- *As a result of property tax relief initiatives, the following reductions will be implemented during FY 2008-09: savings due to the consolidation of CAA self help programs, DHS neighborhood services, and DHS emergency assistance (\$301,000, four positions); savings resulting from the consolidation of DHS and CAA transportation (\$83,000, two positions); savings due to the closing and consolidation of neighborhood service centers (\$988,000, 12 positions) requiring approximately 34,000 residents to seek services at other centers; eliminating clinical treatment to 297 of 960 offenders and victims of domestic violence, and intra-family child abuse victims (\$400,000 four positions); eliminating support for community based substance abuse care impacting 204 individuals diagnosed with substance abuse problems, services to be eliminated include portions of community based residential facilities and involuntary commitments through the courts (\$2 million, 17 positions); discontinuing the parenting skills training to 100 low-and moderate-income residents (\$171,000, two positions)*

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### Department Operational Unmet Needs

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Provide room/board and supervision to mentally ill and disabled adults	\$77	\$79	0
Increase monthly subsidy for general assistance to medically disabled, eligible clients	\$0	\$3,732	0
Hire five Home Care Aides and one Social Worker 1 to provide care for an additional 44 persons with disabilities in support of independent living	\$0	\$254	6
Hire fifteen Home Care Aides and two Home Care Aid Supervisors to provide home care to 100 additional elderly individuals	\$0	\$694	17
Provide High-Risk Meals for an additional 385 elders receiving in-home services	\$0	\$656	0
Restore fifty-five positions in administration to provide various support service functions	\$0	\$4,300	55
<b>Total</b>	<b>\$77</b>	<b>\$9,715</b>	<b>78</b>

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### Public Health Trust

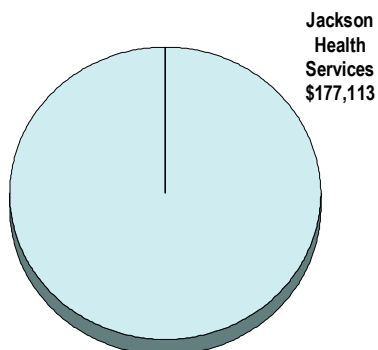
As part of the Health and Human Services strategic area, the Miami-Dade County Public Health Trust (PHT) is responsible for the operation, governance, and maintenance of the Jackson Health System (JHS), which includes Jackson Memorial Hospital (JMH), Jackson South Community Hospital, Jackson North Medical Center, and various health centers. JHS serves as a public hospital, major teaching hospital, and regional tertiary care referral hospital.

With over 2,100 licensed beds, JHS has a unique role in South Florida's community. It is the only safety net provider of health services in Miami-Dade County and the largest in the State of Florida. JMH is an accredited, non-profit, tertiary care hospital and the major teaching facility for the University of Miami, Miller School of Medicine. JHS, along with its hub, JMH, is a countywide network of healthcare services that includes 12 primary care centers, 11 school-based clinics, two long-term nursing facilities, and two satellite hospital facilities, Jackson South Community Hospital and Jackson North Medical Center. JMH is one of the busiest hospitals in the nation, based on the number of admissions to a single facility. In addition, JMH's trauma facilities provide an adult and pediatric Level 1 trauma center. The Transplant Center is also ranked among the ten busiest in the nation and is the only Florida center to perform every kind of organ transplant. JMH has the only burn center south of the Orlando/Tampa region and serves as the primary designated facility for all of South Florida in a bioterrorist event. It is the major full-service provider for the indigent and uninsured in Miami-Dade County, a regional referral center, and a magnet for medical research and innovation.

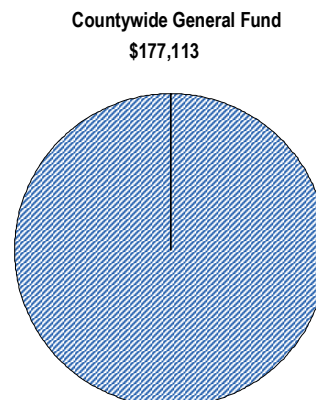
Due to Jackson Health System's mission of providing a single standard of care regardless of ability to pay, many in the community have access to healthcare services that would be unavailable otherwise. As a leader in bringing direct services to the community, JHS has taken innovative approaches to providing healthcare to the underserved, uninsured segment of the community. In addition, JMH has partnered with several public schools to provide school-based clinics in poor, underserved areas.

### FY 2008-09 Proposed Budget

**Expenditures by Activity**  
(dollars in thousands)

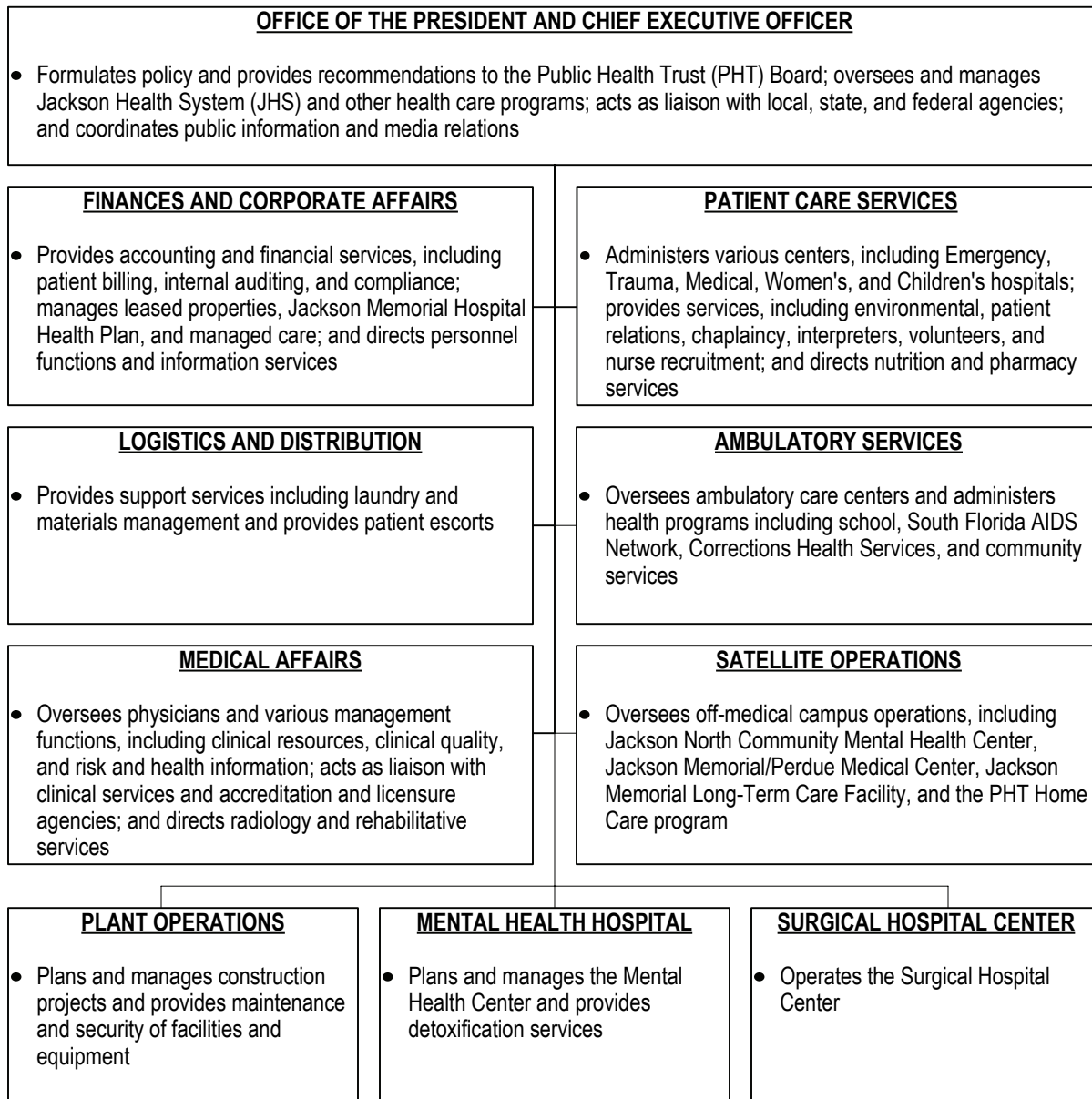


**Revenues by Source**  
(dollars in thousands)



# FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	160,878	178,060	177,113
Total Revenues	160,878	178,060	177,113
<b>Operating Expenditures Summary</b>			
Salary	0	0	0
Fringe Benefits	0	0	0
Other Operating	160,878	178,060	177,113
Capital	0	0	0
Total Operating Expenditures	160,878	178,060	177,113

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
<b>Strategic Area: Health and Human Services</b>				
Jackson Health Services	178,060	177,113	0	0
Total Operating Expenditures	178,060	177,113	0	0

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	21,709	11,412	56,424	455	3,460	665	17,500	25,875	137,500
JMH Depreciation Reserve Account	122,932	56,999	4,117	0	0	0	0	0	184,048
JMH Foundation	2,900	1,434	0	0	0	0	0	0	4,334
JMH Revenue Bonds	95,000	0	0	0	0	0	0	0	95,000
Other Non-County Sources	4,786	1,536	0	0	0	0	0	0	6,322
Total:	247,327	71,381	60,541	455	3,460	665	17,500	25,875	427,204
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Computer Equipment	0	17,087	3,353	0	0	0	0	0	20,440
Health Care Equipment	0	13,500	0	0	0	0	0	0	13,500
Health Care Facility Improvements	96,033	180,979	68,297	455	3,460	665	17,500	25,875	393,264
Total:	96,033	211,566	71,650	455	3,460	665	17,500	25,875	427,204

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Projection FY 07-08	Proposed FY 08-09
Medicaid Reimbursements	30,000	30,000	30,000	30,000	34,900
Miami-Dade County Health Department - Public Health Programs	1,257	1,257	1,257	1,257	1,257
Inmate Medical Care	18,307	20,087	21,856	21,490	24,776
Transfers and Reimbursements					
• Planning and Zoning – Countywide Healthcare Planning	300	300	300	300	300
• Fire Rescue Department - Helicopter Payment	900	900	900	900	900

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

### **DIVISION: JACKSON HEALTH SERVICES**

Serves as a public hospital, major teaching hospital, and regional tertiary care referral hospital through Jackson Memorial Hospital (JMH), Jackson South Community Hospital, Jackson North Medical Center, and various health facilities.

- Provides over 2,100 licensed hospital beds
- Provides a countywide network of healthcare services that includes 12 primary care centers, 11 school-based clinics, and two long-term nursing facilities
- Provides a Level 1 adult and pediatric trauma center, transplant center, burn center, and primary designated facility for a bioterrorist event
- Provides a single level of care regardless of ability to pay

### **Strategic Plan Outcome - Measures**

- HH2-2: Increased utilization of available health and human services across all neighborhood facilities

Increase use of JHS hospital services	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
		Hospital inpatient days*	N/A	485,733	511,842	505,952
	Outpatient visits*	N/A	577,665	627,204	567,549	570,907

\*Jackson North Medical Center purchased during FY 2006-07

Increase access to health services through Primary Care Centers	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
		Primary care outpatient visits	192,000	188,195	206,768	187,000

Continue to provide medical services to inmates in the County's correctional facilities' clinics	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
		Inmate outpatient visits	N/A	N/A	402,002	388,000

Continue to provide skilled nursing facility services at Jackson Memorial Long-Term Care Facility and Jackson Memorial-Perdue Medical Center	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Projection</b>	<b>Target</b>
		Skilled nursing facilities inpatient days	117,600	116,565	116,624	116,601

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **BUDGET PRIORITIES**

<b>Strategic Plan Outcome</b>	<b>Programs/Initiatives</b>	<b>Impact</b>
HH2-2: Increased utilization of available health and human services across all neighborhood facilities	Renovate and construct facilities with funding from the Building Better Communities (BBC) Bond Program of \$11.412 million in FY 2008-09 (\$137.5 million all years)	Improve health-related services countywide
HH2-2: Increased utilization of available health and human services across all neighborhood facilities	Continue implementation of Strategic Business Plan	Increased emphasis on centers of excellence to improve patient care and increase revenues
HH2-2: Increased utilization of available health and human services across all neighborhood facilities	Continue improvements in technology to support operations	Use technology to improve patient care and reduce costs

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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### **Budget Enhancements or Reductions and Additional Comments**

- The Public Health Trust's FY 2008-09 estimated revenue budget is \$1.828 billion; the General Fund support in FY 2008-09 reflects a reduction of \$947,000, to \$177.113 million from the FY 2007-08 budget of \$178.060 million; revenues from the half-cent Local Option Healthcare Sales Surtax in FY 2008-09 reflect a reduction of \$16.872 million to \$178.128 million in FY 2008-09 from \$195 million budgeted in FY 2007-08 (at 95 percent) and a reduction of \$9.375 million from the FY 2007-08 projected sales surtax revenue; in FY 2007-08, reduced sales surtax collections, reduced interest earnings, and other fluctuations in revenues and expenses are projected to eliminate the \$11 million budgeted surplus and result in reductions in cash balances
- The net DSH/LIP (Disproportionate Share / Low Income Pool) payments are budgeted at \$164.5 million, the same as in the current fiscal year; federal rules have been recommended that would reduce those payments by \$130 million; for the second time, Congress has passed legislation deferring the implementation of those rules for one year
- During the 2008 legislative session, the State Legislature approved, for the second year, an allocation of \$20 million for Jackson Health Systems to be used to leverage federal funding; the legislature also made adjustments to Medicaid reimbursement levels that reduce payments for in-patient, nursing home, and other services that are estimated to reduce funding from the FY 2007-08 level by approximately \$4 million on an annual basis
- As a proprietary agency of the County, it is necessary for the PHT to retain sufficient working capital to provide for operating and other costs as accounts receivable and accounts payable vary; at the beginning of FY 2007-08 cash on hand totaled 40 days and is projected to be approximately 33 days at the end of the current fiscal year; in order to cover balance sheet expenses without depleting cash reserves further, the PHT budget requires an excess of revenues over expenditures of approximately \$7 million in FY 2008-09
- In FY 2008-09, the PHT plans to spend \$24.776 million for inmate health services, representing an increase of \$3.286 million from the FY 2007-08 projection including \$2 million to improve the level of care to inmates; improvements include increasing the number of registered nurses assigned to the Corrections Health Services; enhancing dental care and chronic disease management; the budget includes the cost of care provided in the corrections ward (Ward D) but does not include the cost of care provided to inmates needing specialized or intensive care outside of Ward D; those costs are absorbed in other operational units of the PHT
- In FY 2008-09, the PHT will continue funding the following health-related programs at a level comparable to the current fiscal year: \$900,000 for operating a Miami-Dade Fire Rescue Department Air Rescue helicopter; \$300,000 for the Planning and Zoning Department for countywide health care initiatives; \$300,000 for the County Attorney's Office for worker's compensation support; and \$34.9 million to fund a portion of the County's state-mandated Medicaid reimbursement payments, an increase of \$4.9 million from the current fiscal year (\$30 million); the additional Medicaid reimbursement payment is to help offset the growth in the payments required of the County
- JHS is the largest teaching and charity-care hospital in the State of Florida with total costs for charity care estimated to increase by \$56 million to \$695 million in FY 2008-09 from \$639 million in FY 2007-08
- The Jackson Health Plan is projected to increase the number of persons in its programs to 117,000 from 106,000; revenues are projected to increase by approximately \$36 million, and expenses by \$38 million including the start-up costs for new programs to serve the community; net surplus for FY 2008-09 is projected to be \$8 million
- The County issued debt on behalf of PHT of \$55 million in FY 2004-05 and \$30 million in FY 2005-06 for capital projects; the County will issue debt of \$45 million in the current fiscal year as programmed within the FY 2007-08 Adopted Budget; debt service payments will increase by \$4.688 million to \$16.149 million in FY 2008-09 from \$11.461 million in FY 2007-08; the capital contribution in FY 2007-08 will provide the cash to partially fund the FY 2007-08 depreciation expense and is needed to meet bond coverage requirements

## FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

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- The PHT will participate in the Florida State Disproportionate Share (DSH) Program for the eighteenth year; funding is allocated annually by the State of Florida to institutions that serve a larger than average number of Medicaid patients; as part of the DSH formula, PHT is responsible for payments to the Medicaid Upper Payment Limit (UPL) program; the County makes payments directly to the State of Florida rather than to PHT on an accelerated schedule established by the Agency for Health Care Administration; the program is dependent on action from the federal government, State of Florida Legislature, and other participating counties; the annual intergovernmental agreements between the County and the State of Florida are executed administratively, subject to the appropriation of funds by the Board of County Commissioners as part of the annual resource allocation approval process
- At this time, the FY 2008-09 expenses for the PHT total \$2.033 billion; to reduce current year losses and to balance the FY 2008-09 budget, the PHT is implementing a Financial Stability Plan which includes revenue enhancements, efficiencies, and service adjustments; at this time, initiatives totaling \$120 million have been identified and other initiatives are still being reviewed; revenue initiatives under consideration include implementation of the strategic business plan and other new and expanded services, improved collection processes, reduced length of stay at facilities and increased charges for medical and other services; administrative and operational savings initiatives under consideration include improved technological support to reduce costly manual processes, reductions in overtime, temporary agency expenditures and other personnel costs and staffing levels, implementation of an integrated leave management program to reduce paid, non-productive hours, substitution of generic for name brand pharmaceuticals, alternatives to reduce the cost of primary care, pharmacy operations, and other direct and support services; and adjusting support to community-based organizations and the State Department of Health in line with overall County policy in that regard; once all revenue initiatives have been achieved and all efficiency savings have been identified, any remaining gap will require operational adjustments that may result in reduced access to care for indigent patients; the PHT is refining the current year's projections and the FY 2008-09 estimates and is developing alternatives and initiatives to close the budgetary gap; a balanced budget will be presented to the PHT Board in August for recommendation to the Board of County Commissioners, and a full report will be provided to the County before the September budget hearings