

# 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 2009 - 10 Adopted Budget and Multi-Year Capital Plan

## Community Action Agency

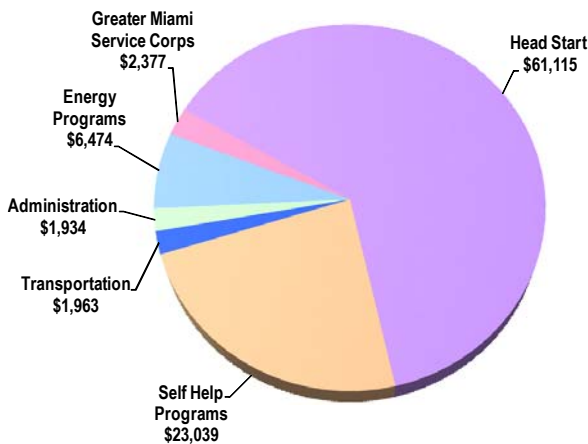
The Community Action Agency's (CAA) mission is to empower economically disadvantaged families and communities through advocacy, education, resource mobilization, and service delivery.

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/Early Head Start program in the southeastern United States; provides support to the Greater Miami Service Corps, operates a major self-sufficiency and family development program to support low-income persons; provides emergency services and relocation assistance and information and referral services. The Agency also provides energy conservation initiatives, a hazard mitigation program, residential home rehabilitation services for low- to moderate-income homeowners, and offers residents the ability to participate in citizen training services that enable them to assume greater responsibilities in their communities.

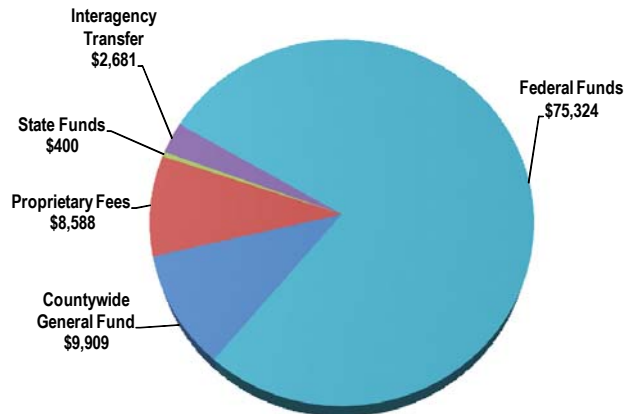
As a recipient of federal Community Services Block Grant (CSBG) funding, CAA is required to have a tripartite Community Action Board, with equal representation from three sectors: elected officials, low-income community representatives, and community-based organizations (CBOs). The CAA Board advises the Board of County Commissioners on efforts or mechanisms to facilitate the reduction in poverty and provides oversight of the Head Start/Early Head Start Program. Other stakeholders include the United States Department of Health and Human Services (USHHS), Florida Department of Community Affairs, The Early Learning Coalition of Miami-Dade/Monroe, and various County departments.

### FY 2009-10 Adopted Budget

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



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



# FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<b>OFFICE OF THE DIRECTOR</b>		
<ul style="list-style-type: none"> <li>Formulates policies and provides overall direction and coordination of departmental functions; provides staff support to the Community Action Agency Board; performs all personnel functions</li> </ul>		
<u>FY 08-09</u>		<u>FY 09-10</u>
13		13
<p style="text-align: center;"><b><u>FISCAL MANAGEMENT</u></b></p> <ul style="list-style-type: none"> <li>Administers fiscal and budgetary operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring; provides technical assistance in preparation of grants</li> </ul>	<p style="text-align: center;"><b><u>HEAD START/EARLY HEAD START</u></b></p> <ul style="list-style-type: none"> <li>Provides a comprehensive child development program for children (newborn to five years of age) from low-income families</li> </ul>	<p style="text-align: center;"><b><u>SELF HELP DIVISION</u></b></p> <ul style="list-style-type: none"> <li>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 the Fathers Program; and provides staff support to 16 Community Advisory Committees (CAC) and provides transportation services</li> </ul>
<u>FY 08-09</u>	<u>FY 09-10</u>	
7	7	
<u>FY 08-09</u>	<u>FY 09-10</u>	
473	473	
<u>FY 08-09</u>	<u>FY 09-10</u>	
116	113	
<p style="text-align: center;"><b><u>GREATER MIAMI SERVICE CORPS</u></b></p> <ul style="list-style-type: none"> <li>Administers and operates the National Urban Corps for Greater Miami that 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</li> </ul>	<p style="text-align: center;"><b><u>ENERGY PROGRAMS</u></b></p> <ul style="list-style-type: none"> <li>Provides services and administration of the Energy Program to include Single Family Rehab Program, Weatherization LIHEAP, Solar Program, and OCED Funded Home Repair Programs</li> </ul>	
<u>FY 08-09</u>	<u>FY 09-10</u>	
16	16	
<u>FY 08-09</u>	<u>FY 09-10</u>	
20	28	

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	9,478	12,784	9,909
Carryover	1,170	435	8,411
Other Revenues	4,027	3,476	177
Overtown Economic Development Grant	0	441	0
State Grant - VPK	637	370	302
State Grants	132	0	98
Federal Funds	0	0	5,089
Federal Grants	66,212	62,426	70,235
Interagency Transfers	4,926	6,685	2,681
Total Revenues	86,582	86,617	96,902
<b>Operating Expenditures Summary</b>			
Salary	26,995	27,977	32,111
Fringe Benefits	9,903	10,169	12,985
Other Operating	49,448	48,462	51,778
Capital	14	9	28
Total Operating Expenditures	86,360	86,617	96,902

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Health and Human Services</b>				
Administration	1,594	1,934	20	20
Elderly Programs	0	0	0	0
Energy Programs	6,224	6,474	20	28
Greater Miami Service Corps	2,254	2,377	16	16
Head Start	61,028	61,115	473	473
Self Help Programs	13,515	23,039	91	86
Transportation	2,002	1,963	25	27
Total Operating Expenditures	86,617	96,902	645	650

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	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	2,218	1,060	2,630	832	0	0	0	0	6,740
Capital Outlay Reserve	600	200	258	250	0	0	0	0	1,308
Total:	4,298	1,260	2,888	1,082	0	0	0	0	9,528
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Facility Improvements	320	720	0	0	0	0	0	0	1,040
New Head Start Facilities	1,898	540	2,630	3,420	0	0	0	0	8,488
Total:	2,218	1,260	2,630	3,420	0	0	0	0	9,528

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 06-07	Actual FY 07-08	Budget FY 08-09	Actual FY 08-09	Budget FY 09-10
Head Start Delegates	22,605	26,901	27,862	22,137	27,048
Contract Temporary Employees	2,912	1,550	1,329	2,045	819
Food	4,175	4,167	2,824	2,391	1,321
Medical and Dental Services	1,174	1,158	938	177	700
Professional Services	1,008	559	448	366	293
Public Assistance Utilities	5,383	3,625	2,984	10,832	6,782
Rent	422	436	377	435	279
Security Services	1,569	689	62	234	136
Travel	41	117	85	130	82
Transfers and Reimbursements					
• GMSC for Graffiti Abatement from OCED	169	0	170	170	170
• GMSC employment and training services for youth from OCED	0	297	371	371	371
• Paint Program/Rehab	186	188	188	188	188
• SHARP Rehab	0	136	136	725	725
• GMSC lot cleaning crews and litter collection crews for SWM	192	874	576	192	192
• GMSC sidewalk installation and repairs and youth work experience for Public Works	0	0	115	200	200
• GMSC Lot clearing and youth work program for WASD	0	0	272	272	272

## FY 2009 - 10 Adopted Budget 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)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Assist low-income families and elders by reducing energy consumption and expenses through weatherization assistance and energy conservation programs	Homes receiving Weatherization Services*	OP	↔	42	98	47	134	66
	High efficiency toilets, shower heads and aerators provided to senior and low-income families*	OP	↔	1,504	1,504	1,000	1,000	1,000

\*Data reflects grant funding available

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- The FY 2009-10 Adopted Budget includes funding of \$117,000 in the non-departmental budget for the CAA Shutter Program
- The FY 2009-10 Adopted Budget includes funding of \$2.1 million from the Department of Community Affairs for the American Recovery and Reinvestment Act (ARRA) Weatherization Assistance Program which enables low-income families to permanently reduce their energy bills by making their homes more energy efficient

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: GREATER MIAMI SERVICE CORPS**

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

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase the employment skills of targeted youth	Youth placed in employment and/or a formal education program	OC	↑	100	78	75	75	80
	Youth provided training, paid work experience, or career services	OP	↔	200	181	175	175	185

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: HEAD START**

Provides a comprehensive child development program for 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)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Enhance the quality of life of low-income children and families through the provision of comprehensive child development services	Total funded slots	OP	↔	6,604	6,604	6,604	6,604	6,528
	Head Start slots	OP	↔	6,210	6,210	6,210	6,210	6,210
	Early Head Start slots	OP	↔	394	394	394	394	318

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

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- The FY 2009-10 Adopted Budget includes funding from the Building Better Communities Bond Program (\$1.060 million) in FY 2009-10 to purchase land and begin construction of a new regional Head Start Center located at Arcola Lake (\$540,000) and renovate the Mary McCloud Bethune Enrichment (\$362,000), Colonel Zubkoff (\$21,000), and Florida Memorial (\$137,000) Head Start centers
- The Department completed the Ophelia Brown-Lawson Miami Gardens Head Start Center in June 2009
- The Head Start contract with delegates will continue to provide a per slot payment between \$5,922 and \$7,365 for Head Start and \$14,667 for Early Head Start
- The FY 2009-10 Adopted Budget includes additional funding of \$5 million from the United States Department of Health and Human Services for a total funding of \$56.313 million for the Head Start and Early Head Start Program; and \$1.713 million for the Summer Meals Program from the Department of Health
- In FY 2007-08, the Department assumed 157 of 417 JESCA Head Start slots, and a combination of 60 Head Start and 16 Early Head Start slots from Barry University; in FY 2008-09, the Department assumed the remaining 260 Head Start slots, the operation of the JESCA Head Start program, and 10 slots from St. Albans
- The FY 2009-10 Adopted Budget assumes increased revenues of \$1.323 million generated from an aggressive campaign to boost Voluntary Pre-Kindergarten (VPK) capacity, enrollment, and reimbursement; should the campaign fall short of generating the needed VPK reimbursements, the Department may need to consider reducing 119 County staff and transferring up to 800 Head Start slots, at County operated centers, to delegates
- *The FY 2009-10 Adopted Budget includes the elimination of the Children's Trust revenues for 76 Early Head Start slots (\$850,000)*

## FY 2009 - 10 Adopted Budget 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 shelter assistance, relocation assistance, direct financial assistance, youth intervention, job training and placement, and the Fathers Program; provides staff support to 16 Community Advisory Committees (CAC); and assists low-income residents in decision-making processes regarding issues and concerns impacting their community.

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Assist low-income families and communities in moving towards self-sufficiency	Residents accessing services at neighborhood based Community Enrichment Centers*	OP	↔	27,000	26,808	74,000	79,800	79,800
	Residents participating in comprehensive self-sufficiency services**	OP	↔	2,200	2,163	2,200	2,163	2,600
	Residents provided emergency relocation assistance	OP	↔	109	162	101	110	110

\*The increase in FY 2009 reflects the transfer of the Neighborhood Centers to CAA from DHS; in FY 2010, the clients will be referred to the Community Enrichment Centers

\*\* The increase reflects additional grant funding

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In FY 2009-10, the Department will continue to provide self-sufficiency services to Community Service Block Grant (CSBG) eligible residents through the Self-Help Division (\$8.293 million); additionally, the budget includes \$5.089 million in CSBG Stimulus funds specifically for employment and training; the Department will utilize \$1 million for a Summer Employment/Apprenticeship Program for youth ages 14 to 24
- In FY 2008-09, the Department received additional funding of \$11.197 million, for a total of \$15.197 million for the Low Income Housing Energy Assistance Program (LIHEAP), which will provide assistance to low-income households with paying utility bills; one (1) overage position was approved in FY 2008-09 to support this activity; the FY 2009-10 Adopted Budget includes \$5.0 million of additional LIHEAP funding
- *The FY 2009-10 Adopted Budget includes the elimination of the Children's Trust revenues for the afterschool care program (\$428,000)*

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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### **BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS**

- The Capital Budget is \$1.260 million, including Building Better Communities Bond Program funds for various Head Start center improvements (\$1.060 million) and Capital Outlay Reserve funds (\$200,000) for Head Start facility maintenance and repairs
- The FY 2009-10 Adopted Budget includes carryover of \$632,000 from Water and Sewer Department (WASD) for the Life Support Initiative Program (LSIP), which provides relief to low income families; through LSIP, CAA will continue to provide funding assistance 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 addition, WASD will provide \$288,000 for high efficiency toilets, shower heads, and aerators to seniors and low to moderate income families
- *Due to the economic downturn, the FY 2009-10 Adopted Budget includes the reduction of \$2.875 million of department-wide General Fund support, but a net increase of five full-time positions, associated with increased grant funding*

# FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

## Community Advocacy

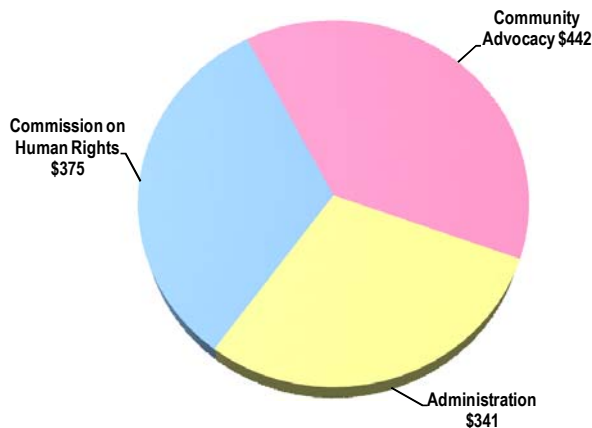
The Office of Community Advocacy shares the responsibility for developing positive relationships among all groups to promote unity in Miami-Dade County with the assistance of religious, educational, political, and business groups. The Office provides administrative and programmatic support to five advisory boards: Community Relations Board, Asian American Advisory Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, and the Commission for Women. It also supports one quasi-judicial advisory board, the Commission on Human Rights. Collectively these boards 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; 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 in our neighborhoods.

As part of the Health and Human Services strategic area, the Office of Community Advocacy's six 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.

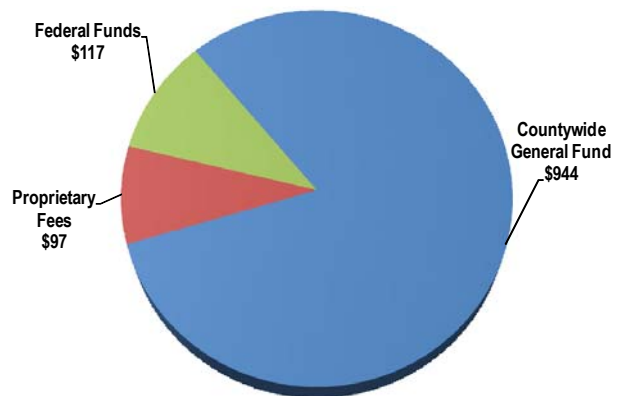
The Office provides administrative and programmatic support with the mission of delivering excellent public service through coordination and alliances with municipal, state, and federal agencies that facilitate dialogue, acceptance, mutual respect, and understanding among all groups in our community.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

### FY 2009-10 Adopted Budget

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



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



## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<b>OFFICE OF COMMUNITY ADVOCACY</b>	
<ul style="list-style-type: none"> <li>Develops initiatives to build community pride, understanding diversity in the community, advocacy, public education, outreach and promotes unity, promotes the expansion and replication of Community Relations Board (CRB) initiatives at the municipal level, provides administrative support to the CRB, Asian Affairs Advisory Board, Black Affairs Advisory Board, Hispanic Affairs Advisory Board, and the Commission for Women; supports the Commission on Human Rights</li> </ul>	
<u>FY 08-09</u> 21	<u>FY 09-10</u> 10

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	2,247	2,171	944
Transfer From Other Funds	1,738	1,819	0
Carryover	0	108	0
Community Development Block Grant	0	108	97
Community Development Block Grant	97	0	0
Federal Grants	897	692	0
Fees for Services	96	145	117
Total Revenues	5,075	5,043	1,158
<b>Operating Expenditures Summary</b>			
Salary	2,018	1,990	859
Fringe Benefits	542	527	268
Other Operating	2,507	2,518	21
Capital	8	8	10
Total Operating Expenditures	5,075	5,043	1,158

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Health and Human Services</b>				
Addiction Services Board	382	0	2	0
Administration	482	341	3	2
Commission on Human Rights	542	375	5	4
Community Advocacy	1,419	442	9	4
Domestic Violence Oversight Board	2,218	0	2	0
Total Operating Expenditures	5,043	1,158	21	10

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 06-07	Actual FY 07-08	Budget FY 08-09	Actual FY 08-09	Budget FY 09-10
Printing and Reproduction	31	0	46	16	4
Postage	7	9	9	8	5
Special Service Vehicle and Golf Cart Rental	1	6	6	6	0
Travel	5	18	17	12	2

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: COMMUNITY ADVOCACY**

The Office of Community Advocacy develops initiatives to build community pride, promote unity, and encourage understanding between diverse groups in the community through advocacy and public outreach.

- 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

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

- HH6-1: Improved community relations in Miami-Dade County

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Provide a positive community image at public events	Events celebrating Women and Asian, Hispanic, and Black heritages	OP	↔	10	10	10	10	10
	Forums and workshops held to educate the public and address community concerns	OP	↔	11	23	15	27	24

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: COMMISSION ON HUMAN RIGHTS**

The Commission on Human Rights Division is responsible for overall planning, coordination, and enforcement of all functions related to the County's Anti-discrimination Ordinance.

- Provides intake, mediation and investigation services on complaints of discrimination
- Contracts with federal agencies to mediate, investigate and adjudicate complaints of discrimination pursuant to federal legislation
- Conducts educational outreach activities for the public and technical assistance workshops for employers and housing providers
- Provides for an adjudicatory appellate process through administrative hearings
- Provides administrative support to the Commission on Human Rights

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	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	Cases resolved through Equal Opportunity Board hearing	OC	↑	52	29	52	52	52
	Cases resolved through successful mediation	OC	↑	88	86	88	98	98
	Case investigations completed	OP	↔	306	250	300	330	330

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS**

- As part of the FY 2009-10 Adopted Budget, the Domestic Violence Oversight Board will be transferred to the Homeless Trust (\$2.188 million, 2 positions)
- As part of the FY 2009-10 Adopted Budget, the Commission on Human Rights (formerly the Equal Opportunity Board) will remain with the Office of Community Advocacy (four positions, \$371,000), this includes the elimination of the Commission on Human Rights Executive Director position (\$153,000)
- As part of the FY 2009-10 Adopted Budget, the Addiction Services Board will be transferred to the Office of Grants Coordination (\$130,000, one position)
- *Due to unrealized grants, carryover, and contractual revenues during FY 2008-09, the Office implemented mid-year reductions including the elimination of one Executive Secretary position (\$19,000), and a reduction of executive benefits for seven staff members (\$27,000); these reductions represent a total savings of \$108,000 in FY 2009-10*
- *Due to the economic downturn, the FY 2009-10 Adopted Budget includes the reduction of one Executive Secretary, one Administrative Officer 3, and four Program Officer 2 positions (\$788,000); and additional reductions associated with operational and capital expenditures (\$26,000); coordination of the Goodwill Ambassador program will be absorbed by the County Executive Office*

### **Department Operational Unmet Needs**

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire one Secretary and one Administrative Officer 3 position	\$4	\$89	2
Hire four Program Officer 2 positions	\$4	\$310	4
<b>Total</b>	<b>\$8</b>	<b>\$399</b>	<b>6</b>

# FY 2009 - 10 Adopted Budget 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.

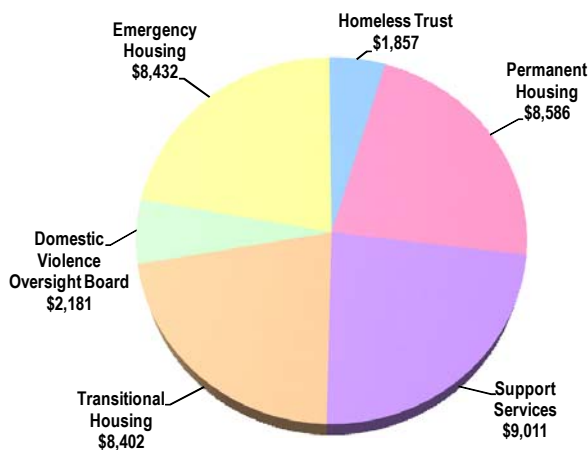
As part of the Health and Human Services strategic area, the Homeless Trust funds and monitors emergency, transitional, and permanent housing, as well as supportive services for the homeless. The Homeless Trust also supports the Domestic Violence Oversight Board (DVOB) and coordinates and monitors the construction and operations of domestic violence centers in Miami-Dade County. 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 5,000 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 2009-10 Adopted Budget

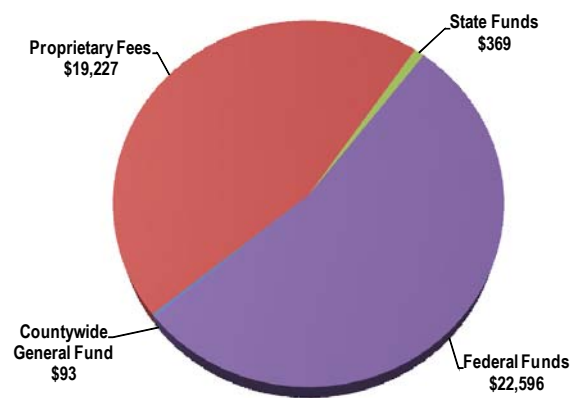
### Expenditures by Activity

(dollars in thousands)



### Revenues by Source

(dollars in thousands)



## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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### TABLE OF ORGANIZATION

<b><u>HOMELESS TRUST</u></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 08-09</u> 14	<u>FY 09-10</u> 14

|

<b><u>DOMESTIC VIOLENCE OVERSIGHT BOARD (DVOB)</u></b>	
<ul style="list-style-type: none"><li>Coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County, provides administrative support to DVOB</li></ul>	
<u>FY 08-09</u> 2	<u>FY 09-10</u> 2

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	0	0	93
Interest Earnings	127	120	90
Other Revenues	1,535	275	280
Carryover	7,371	7,600	5,497
Food and Beverage Tax	12,256	11,696	11,272
Transfer From Other Funds	0	0	2,088
State Grants	1,734	564	369
Federal Grants	17,712	18,723	22,596
Total Revenues	40,735	38,978	42,285
<b>Operating Expenditures Summary</b>			
Salary	994	1,074	1,185
Fringe Benefits	283	315	354
Other Operating	30,859	33,104	36,924
Capital	45	6	6
Total Operating Expenditures	32,181	34,499	38,469
<b>Non-Operating Expenditures Summary</b>			
Reserve	0	4,479	3,816
Total Non-Operating Expenditures	0	4,479	3,816

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Health and Human Services</b>				
Homeless Trust	1,894	1,857	14	14
Domestic Violence Oversight Board	0	2,181	0	2
Emergency Housing	8,059	8,432	0	0
Permanent Housing	10,526	8,586	0	0
Support Services	5,030	9,011	0	0
Transitional Housing	8,990	8,402	0	0
Total Operating Expenditures	34,499	38,469	14	16

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	9,857	5,143	0	0	0	0	0	0	15,000
Developer Fees/Donations	1,000	0	0	0	0	0	0	0	1,000
FEMA Reimbursements	123	0	0	0	0	0	0	0	123
Home - 2008	1,000	0	0	0	0	0	0	0	1,000
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:	12,421	5,143	0	0	0	0	0	0	17,564
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Homeless Facilities	12,381	5,183	0	0	0	0	0	0	17,564
Total:	12,381	5,183	0	0	0	0	0	0	17,564

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 06-07	Actual FY 07-08	Budget FY 08-09	Actual FY 08-09	Budget FY 09-10
Public Assistance - Community Partnership for Homeless Contract	6,923	7,323	7,323	7,322	7,322
Public Assistance - Housing First Model	792	767	819	819	819
Public Assistance - Specialized Outreach	189	429	412	412	412
Public Assistance - Chronic Homeless Housing	0	300	800	700	800
Public Assistance - Homestead Air Reserve Base	0	0	1,100	1,100	0
Public Assistance - Various Programs	2,245	3,080	3,612	4,094	2,985
Administrative Reimbursement	47	55	56	56	57
Contract Temporary Employees	29	10	23	13	0
Travel	4	4	6	6	3
Rent	66	66	71	71	71
Public Education Campaign	0	0	119	119	119
Contribution to Emergency Contingency Reserve	0	0	0	0	22

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: HOMELESS TRUST**

The Homeless Trust oversees all departmental activities including personnel and budget development; and coordinates services for 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 County Executive Office 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)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Efficiently coordinate services for the homeless	Unsheltered chronically homeless people in Miami-Dade County	OC	↓	247	201	222	246	200
	Beds in homeless continuum of care	OP	↔	5,706	5,813	5,840	6,030	5,913
	Completion of permanent housing units	OC	↑	100	147	100	104	100
	Homeless Outreach Team contacts with clients	OP	↔	50,000	54,085	50,000	50,804	50,000
	Placements into housing units	OP	↔	13,280	14,455	14,300	12,621	14,300

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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

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

#### **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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Provide advocacy, outreach, safe shelter, transportation, emergency financial assistance, emergency food and clothing to victims of domestic crimes and their families	Clients provided emergency shelter and/ or services at The Lodge	OP	↔	479	496	479	602	520

#### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- The FY 2009-10 Adopted Budget includes the transfer of the Domestic Violence Oversight Board from the Office of Community Advocacy; the primary funding source for this activity is Food and Beverage Tax Revenue (\$2.088 million)
- The Domestic Violence Oversight Board will continue to monitor service provider contracts and evaluate the provision of services to domestic violence victims; the coordination of services between shelters will continue to be a priority for the DVOB in FY 2009-10
- Analysis of the DVOB Trust Fund proforma indicates sufficient funds will be available in FY 2009-10 for the acquisition of land and construction costs associated with building a new domestic violence shelter in an underserved area of Miami-Dade County

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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### **BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS**

- As of January 2009, countywide homeless census data indicated that there were 4,333 homeless individuals in Miami-Dade County, comprised of 994 individuals on the streets and 3,339 in emergency and transitional housing; the January 2008 homeless census indicated that there were a total of 4,574 homeless individuals in Miami-Dade County, comprised of 1,347 individuals on the streets and 3,227 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 2009-10 Adopted Budget includes \$340,000 to provide services to homeless individuals discharged from jails, prison, Jackson Memorial Hospital, crisis units, and youth exiting foster care via Memoranda of Agreement with local partners
- In FY 2009-10, 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, and the Community Partnership for Homeless 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 2009-10 Adopted Budget 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 Carrfour Supportive Housing, Inc. 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 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 \$14 million in Building Better Communities General Obligation Bond funds); completion of this project is scheduled for May 2011
- As part of the Carrfour Villa Aurora project, 39 units of permanent supportive housing for homeless families and 37 units of affordable housing have been completed as of July 2009; the construction of the ground floor, which will house the new Hispanic Branch of the Miami-Dade County Public Library System, is scheduled for completion in December, 2009
- The Homeless Trust was awarded \$7.5 million in stimulus funds as part of a multi-year grant for the Homeless Prevention and Rapid Re-Housing Program; \$3.8 million of this funding has been allocated for FY 2009-10

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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- Reserves continue to be funded, although at a slightly reduced level, in FY 2009-10 for future needed facility repairs, emergencies, and contingency; a reduction of \$802,000 in the Tax Equalization Reserve is required in order to fund operational expenses not covered by operational revenues; the reserve balance is reduced to \$1.854 million in FY 2009-10
- The Homeless Trust has utilized a five year financial analysis model to formulate its operational budget from year to year; the Homeless Trust staff, Board members, and Finance Committee representatives will continue to monitor all economic conditions to include the performance of the Food and Beverage Tax in order to make service adjustments in future years as needed
- The Homeless Trust will continue to implement a public awareness campaign, which includes a donation meter initiative throughout the County
- *Approximately \$650,000 in transitional housing services have been reduced from the FY 2009-10 Adopted Budget; the Department was able to avoid service impacts by using a revenue maximization strategy, whereby remaining funds were reallocated as grant matches*

# FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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## Housing Finance Authority

The Housing Finance Authority (HFA) works to alleviate 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 2009-10 Adopted Budget

### Expenditures by Activity

(dollars in thousands)

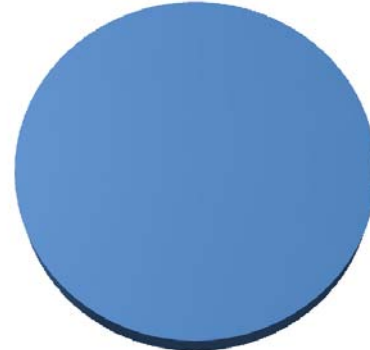
Housing Finance Authority  
\$2,154



### Revenues by Source

(dollars in thousands)

Proprietary Fees  
\$5,808



## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### TABLE OF ORGANIZATION

<b>HOUSING FINANCE AUTHORITY</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 08-09</u>	<u>FY 09-10</u>
11	9

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
Carryover	3,435	2,140	3,686
Housing Fees and Charges	1,169	1,075	1,037
Interest Income	1,190	900	1,080
Miscellaneous Revenues	7	155	5
Total Revenues	5,801	4,270	5,808
<b>Operating Expenditures Summary</b>			
Salary	1,006	1,057	916
Fringe Benefits	252	279	246
Other Operating	901	897	992
Capital	0	12	0
Total Operating Expenditures	2,159	2,245	2,154
<b>Non-Operating Expenditures Summary</b>			
Reserve	0	1,875	3,654
Other Non-Operating Adjustments	0	150	0
Total Non-Operating Expenditures	0	2,025	3,654

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Health and Human Services</b>				
Housing Finance Authority	2,245	2,154	11	9
Total Operating Expenditures	2,245	2,154	11	9

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Actual	Budget
	FY 06-07	FY 07-08	FY 08-09	FY 08-09	FY 09-10
Rent	76	82	180	167	168
External Audit	51	135	145	47	183
Travel	0	46	85	42	45

## FY 2009 - 10 Adopted Budget 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)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Alleviate shortage of affordable housing for low- to moderate-income families and individuals	Percentage of available funding allocation issued as loans*	EF	↑	5%	8%	25%	8%	5%
	Value of outstanding multifamily mortgage revenue bonds (in thousands)	OP	↔	\$365,000	\$365,000	\$341,000	\$334,000	\$450,000
	Bond-financed loans to low- to moderate-income families	OP	↔	50	52	50	64	50
	Default rate on outstanding homeownership loans	EF	↓	3%	1%	2%	3%	1%
	Multi-family rental units completed with HFA funding**	OC	↑	100	0	100	0	1,862
	Value of outstanding single-family mortgage revenue bonds (in thousands)	OP	↔	\$108,000	\$116,000	\$101,000	\$99,000	\$110,000

\* FY 2008-09 target was increased due to anticipation of market and industry changes, which did not materialize


\*\*FY 2009-10 target increased due to anticipated approval of 10 multi-family projects in credit underwriting at time of Proposed Resource Allocation Plan; however, current lack of adequate financing suggests that this target may not be achieved

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Educate community on homeownership, foreclosure avoidance, and predatory lending	Home buyer club meetings	OP	↔	20	19	20	20	20
	Home buyers receiving vouchers after completing certification	OP	↔	200	160	250	313	250
	Educational workshops on predatory lending and mortgage foreclosure	OP	↔	10	13	10	13	10
	Individuals that attended educational workshops on predatory lending and mortgage foreclosure*	OP	↔	500	1,634	500	725	500
	Intake clients referred to appropriate agencies for assistance on a predatory lending or loan foreclosure issue	OP	↔	0	654	350	487	350

\*Includes new 11th Circuit Homestead Access to Mediation Program (CHAMP) counseling cases June-September, 2009

### **BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS**

- In FY 2009-10, the Department will continue to provide financing for quality affordable housing throughout Miami-Dade County
- In FY 2009-10, the Department will continue to provide information and education about foreclosure prevention and anti-predatory lending to homeowners, buyers, and other impacted groups throughout Miami-Dade County
-  As part of the County's sustainability initiatives, the Department will continue to introduce home buyers, developers, and lenders to affordable green building initiatives and new building techniques to help reduce housing and maintenance costs and improve environmental health
- *The FY 2009-10 Adopted Budget includes a reduction of two vacant positions: Administrative Officer 1 (\$56,000) and Clerk 3 (\$43,000)*

# FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

## Human Services

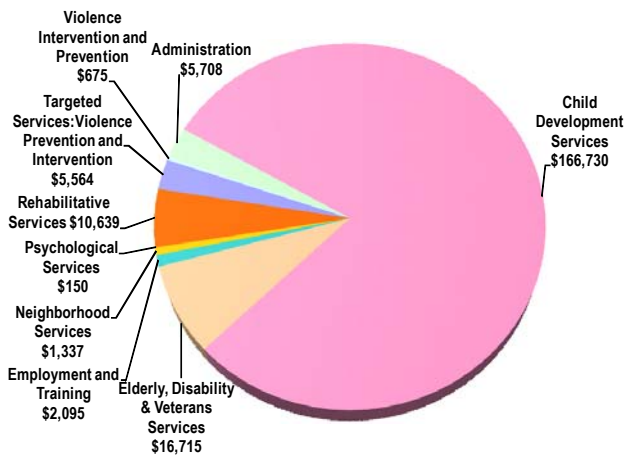
The Department of Human Services (DHS) provides comprehensive social services to assist children, adults, and families to attain self-sufficiency, function independently, and lead productive lives.

As part of the Health and Human Services strategic area, DHS is organized into three 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; and Targeted Services, which includes violence intervention and prevention services, psychological 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.

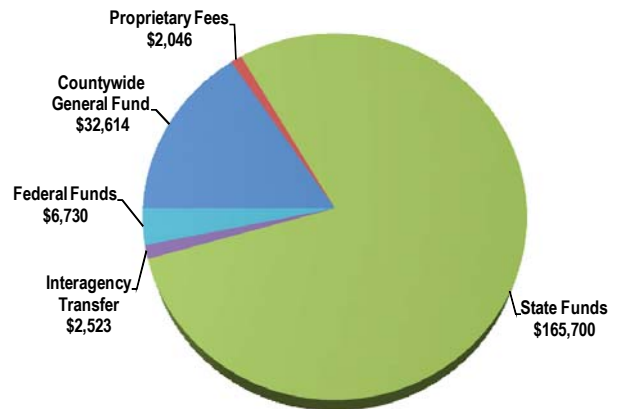
The Department coordinates its activities with various community stakeholders including advisory councils, other human services providers, the judicial system, and a series of human services coordinating and funding agencies. In addition, DHS collaborates with state, federal, and local agencies to ensure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

### FY 2009-10 Adopted Budget

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



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



# FY 2009 - 10 Adopted Budget 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 08-09</u> 7		<u>FY 09-10</u> 7	
<b><u>ADMINISTRATION</u></b>		<b><u>CHILD DEVELOPMENT 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 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>	
<u>FY 08-09</u> 27	<u>FY 09-10</u> 26	<u>FY 08-09</u> 196	<u>FY 09-10</u> 189
<b><u>REHABILITATIVE SERVICES</u></b>		<b><u>ELDERLY, DISABILITY, AND VETERAN 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 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 08-09</u> 118	<u>FY 09-10</u> 103	<u>FY 08-09</u> 221	<u>FY 09-10</u> 181
<b><u>TARGETED SERVICES</u></b>			
<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; 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 08-09</u> 140		<u>FY 09-10</u> 98	

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	46,571	39,234	32,614
Fees for Services	711	340	980
Carryover	2,812	0	0
Donations	0	50	0
Miami-Dade Public Schools	32	66	67
Miscellaneous	0	21	0
Miscellaneous Revenues	215	390	447
Other Revenues	1,592	1,428	361
Rental of Office Space	659	48	48
Rentals	64	1,961	143
State Grant - School Readiness	106,673	112,226	107,409
State Grant - VPK	46,734	43,196	48,246
State Grants	6,533	10,043	10,045
Federal Grants	7,544	6,539	6,730
Community Development Block Grant	0	1,000	1,000
Interagency Transfers	4,631	3,259	1,523
Total Revenues	224,771	219,801	209,613
<b>Operating Expenditures Summary</b>			
Salary	40,909	36,813	30,429
Fringe Benefits	13,542	13,079	11,413
Other Operating	169,468	169,881	167,745
Capital	-3	28	26
Total Operating Expenditures	223,916	219,801	209,613

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Health and Human Services</b>				
Administration	6,553	5,708	34	33
Child Development Services	165,246	165,862	196	189
Elderly, Disability & Veterans Services	17,978	16,715	221	181
Employment and Training	4,467	2,095	40	22
Neighborhood Services	3,369	2,124	8	7
Psychological Services	502	150	1	1
Rehabilitative Services	12,207	10,639	118	103
Targeted Services:Violence Prevention and Intervention	6,462	5,645	65	61
Violence Intervention and Prevention	3,017	675	26	7
Total Operating Expenditures	219,801	209,613	709	604

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	818	2,069	10,336	7,913	8,014	850	0	0	30,000
Capital Outlay Reserve	0	700	0	0	0	0	0	0	700
CDBG Reimbursement	0	900	0	0	0	0	0	0	900
Total:	818	3,669	10,336	7,913	8,014	850	0	0	31,600
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Facility Improvements	0	700	0	0	0	0	0	0	700
Human Services Facilities	0	900	0	0	0	0	0	0	900
Neighborhood Service Centers	818	2,016	9,236	7,620	2,810	0	0	0	22,500
Rehabilitative Services Facilities	0	53	1,100	293	5,204	850	0	0	7,500
Total:	818	3,669	10,336	7,913	8,014	850	0	0	31,600

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 06-07	Actual FY 07-08	Budget FY 08-09	Actual FY 08-09	Budget FY 09-10
Payments to Day Care Providers	146,264	148,776	149,750	151,059	148,788
Travel	41	43	95	43	48
Contract Temporary Employees	1,297	1,261	492	746	553
Rent	2,665	1,453	1,734	829	2,430
Medical and Dental Services	1,020	1,461	1,437	1,377	1,434
Transfers and Reimbursements					
• MMAP Rent payment	15	15	15	10	10
• Psychological Services for CAA Head Start children	0	0	502	150	150
• Clerk of the Courts DUI Grant	0	0	187	173	168

## FY 2009 - 10 Adopted Budget 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; 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 through the CVAC
- 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; 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, services to at-risk youth, vocational and seasonal farm worker training, and services for newly-arrived refugee populations

### **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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase the employment of refugees and farmworkers	Farmworkers and migrants retained in employment for ninety days	OC	↑	40	40	40	48	40
	Farmworkers and migrants employed	OC	↑	53	48	48	48	48
	Refugees served*	OP	↔	520	520	660	502	480

\*FY 2008-09 Actual and FY 2009-10 Target are lower due to a reduction in grant funding

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Reduce the incidence and impact of domestic violence	Children of domestic violence victims provided counseling services*	OP	↔	180	180	180	180	0
	Percentage of children of domestic violence victims successfully completing educational program	OC	↑	75%	75%	75%	75%	75%
	Percentage of domestic violence perpetrators successfully demonstrating improvement in attitudes*	OC	↑	80%	80%	80%	60%	0%
	Domestic violence victims provided with shelter and support	OP	↔	1,385	1,385	1,385	1,385	1,385

\* The FY 2009-10 Adopted Budget does not include funding to continue these services.

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In FY 2009-10, the Department will continue to provide targeted employment program for low-income at-risk youth; provide vocation and employment services to seasonal farmworkers; provide psychological assessment; and provide group and individual counseling, acculturation training and supportive services for newly arrived refugee youth and families (\$2.095 million)

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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

The Elderly, Disability and 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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase the opportunity for the elderly, disabled, and veterans to live independently	Elders remaining in their own homes through In-Home Support Services*	OP	↔	352	323	356	356	356
	Veterans assisted with benefit claims**	OP	↔	2,750	1,136	2,250	1,969	2,250
	Persons with disabilities assisted in gaining independence, autonomy and control over their lives***	OP	↔	495	963	495	495	495
	Meals provided to elders directly by DHS****	OP	↔	114,450	120,324	547,075	547,075	547,075
	Elders participating as Senior Companions^	OP	↔	109	125	101	101	101
	Elders participating as Foster Grandparents	OP	↔	101	101	90	90	90

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

	At-risk children served by Foster Grandparents <sup>^^</sup>	OP	↔	180	331	180	180	180
	Meals served through congregate meals <sup>^^^</sup>	OP	↔	218,899	342,343	202,328	310,061	310,061
	Meals served through Meals on Wheels	OP	↔	100,375	102,549	100,376	100,376	100,375

\* Reduction in FY2008 Actual for elders remaining in their own homes due to reduced referrals by the funding agency

\*\* Reduction in FY2008 Actual and FY2009 Projection for veterans assisted due to vacancy in the department

\*\*\* Increase in FY2008 Actual for assistance to persons with disabilities due to an increase in one-time referrals by the Division of Vocational Rehabilitation

\*\*\*\* In FY2008, the department expected an increase in cost per meal which did not materialize. As such, the department was able to serve meals to additional clients; the increase in FY 2008-09 reflects the transfer of the CAA meals program to DHS

^ Increase in FY2008 due to a high turnover of Senior Companions in the program

^^ In FY2008, increase in At Risk children served due to a one-time increase in grant funding

^^^ In FY2008, increase in congregate meals served due to an increase in additional funding from USDA; FY2009 target reflects a reduction in funding

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- 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 (\$17.595 million)
- The Elderly Division provided services at the Helen Sawyer Assisted Living Facility through the second quarter of FY 2008-09 (\$1.102 million); MDHA is now contracting privately for the facility services resulting in the elimination of 41 positions

## FY 2009 - 10 Adopted Budget 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 School Readiness, Inclusion 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)

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase the school readiness of preschoolers	Slots for subsidized childcare funded through the Early Learning Coalition for Miami-Dade and Monroe counties	OP	↔	27,000	29,302	27,000	27,000	27,500
	Invoices processed for payment to day care centers	OP	↔	64,000	72,668	70,000	73,695	70,000
	Percentage of eligible children enrolling and attending child care	OC	↑	94%	99%	94%	100%	99%

#### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In FY 2009-10, the Department will continue to 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 childcare teachers and providers (\$165.862 million)
- During FY 2009-10, the Department will fund four positions outstationed in the Controller's Division of the Finance Department to support the vendor payment processing associated with School Readiness and Voluntary Pre-Kindergarten: one Accountant 3, one Accountant 1, two Account Clerks (\$318,000)
- The FY 2009-10 Adopted Budget includes an extra \$1.970 million in School Readiness grant funding, \$17,000 in child care funding, and \$70,000 in Voluntary Pre-Kindergarten funds, for a total of \$2.057 million and four additional positions

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### DIVISION: REHABILITATIVE SERVICES

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

- 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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Decrease substance abuse	Adults, male and female, provided with correctional-based substance abuse treatment services at three (3) Miami-Dade County Department of Corrections and Rehabilitation facilities	OP	↔	800	800	800	800	400
	Individuals diverted to court-ordered outpatient substance abuse treatment	OP	↔	1,600	1,600	1,600	1,600	1,600
	Homeless adults completing treatment and remaining out of jail for 30 days*	OC	↑	270	280	340	613	340
	Residents admitted to a substance abuse treatment programs**	OP	↔	2,942	2,942	1,680	2,532	1,680

\* Target for FY 2009-10 reduced due to phase out of Homeless Outreach Program

\*\* FY 2009-10 Target reduced due to contractual obligation

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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### **BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS**

- The FY 2009-10 Adopted Budget includes \$250,000 in additional General Fund support and two (2) full-time positions for the Coordinated Victims Assistance Center (CVAC), which provides clinical intervention services to families in distress
- The FY 2009-10 Adopted Budget includes Capital Outlay Reserve funding of \$700,000 including funding for preventive maintenance (\$200,000) and facilities maintenance and repairs (\$500,000); Community Development Block Grant funding of \$900,000 for facilities maintenance; and \$2.069 million in Building Better Communities Bond Program funding for the Culmer/Overtown Neighborhood Service Center renovations (\$1.229 million), New Wynwood/Allapattah Regional Neighborhood Service Center improvements (\$787,000), and Kendall Complex Cottages refurbishment (\$53,000)
- *Due to the economic downturn, the FY 2009-10 Adopted Budget includes the total net reduction of \$6.620 million in General Fund support, \$3.568 million in grants and other revenues, and 105 full-time positions; impacts include the elimination of domestic violence intervention services to 384 victims and perpetrators, delays in assessment and referral of substance abusers, 220 fewer refugees provided employment and training services, and the transfer of Helen Sawyer Assisted Living Facility operations to Miami-Dade Public Housing Agency*

### **Department Operational Unmet Needs**

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Hire ten positions in administration to provide various support service functions	\$0	\$782	10
Hire 15 positions to restore domestic violence intervention services to 384 perpetrators and victims	\$0	\$1,863	15
<b>Total</b>	<b>\$0</b>	<b>\$2,645</b>	<b>25</b>

# FY 2009 - 10 Adopted Budget 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 it is the largest teaching and charity-care hospital 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. Jackson North Medical Center is the major teaching facility for the new Florida International University Medical School. JHS, along with its hub, JMH, is a countywide network of healthcare services that includes primary care centers, school-based clinics, 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. 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 2009-10 Adopted Budget

### Expenditures by Activity

(dollars in thousands)

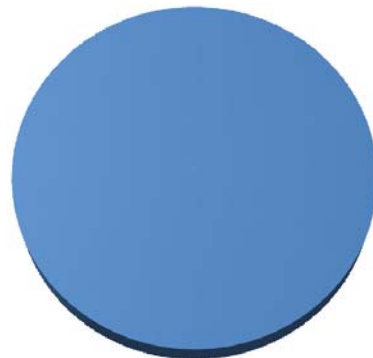
Jackson Health  
Services  
\$158,478



### Revenues by Source

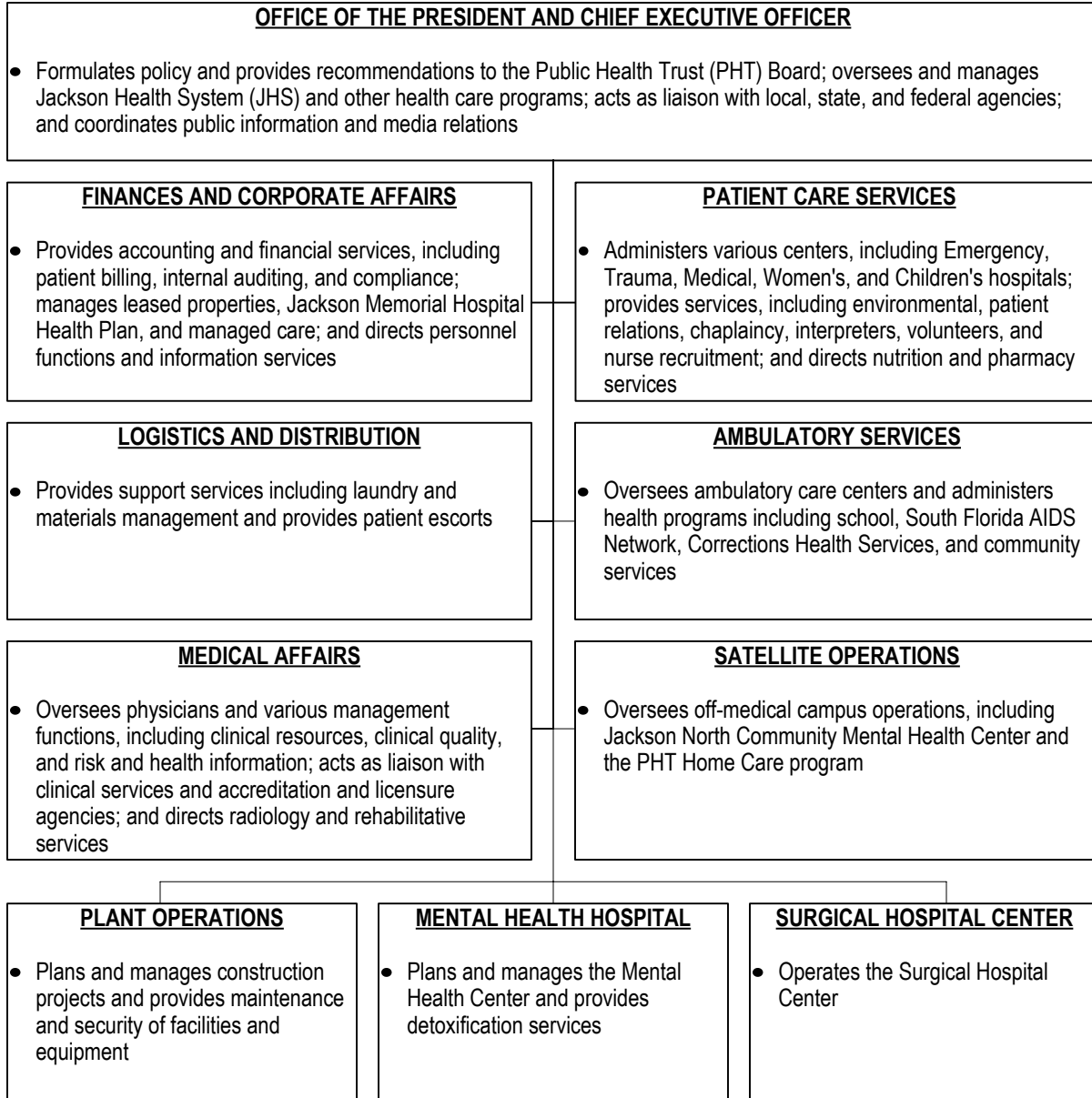
(dollars in thousands)

Countywide General Fund  
\$158,478



# FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	178,060	177,870	158,478
Total Revenues	178,060	177,870	158,478
<b>Operating Expenditures Summary</b>			
Salary	0	0	0
Fringe Benefits	0	0	0
Other Operating	178,060	177,870	158,478
Capital	0	0	0
Total Operating Expenditures	178,060	177,870	158,478

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Health and Human Services</b>				
Jackson Health Services	177,870	158,478	0	0
Total Operating Expenditures	177,870	158,478	0	0

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	30,625	21,375	20,261	0	0	0	14,739	5,000	92,000
JMH Depreciation Reserve Account	43,407	34,432	538	0	0	0	0	0	78,377
JMH Foundation	521	2,950	0	0	0	0	0	0	3,471
JMH Future Revenue Bonds	0	0	75,776	0	0	0	0	0	75,776
JMH Revenue Bonds	144,988	0	0	0	0	0	0	0	144,988
Total:	219,541	58,757	96,575	0	0	0	14,739	5,000	394,612
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Computer Equipment	21,932	17,754	538	0	0	0	0	0	40,224
Health Care Equipment	0	8,551	0	0	0	0	0	0	8,551
Health Care Facility Improvements	61,013	92,291	22,030	0	0	0	14,739	5,000	195,073
Infrastructure Improvements	18,876	56,112	75,776	0	0	0	0	0	150,764
Total:	101,821	174,708	98,344	0	0	0	14,739	5,000	394,612

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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### SELECTED ITEM HIGHLIGHTS AND DETAILS

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Line Item Highlights	(dollars in thousands)				
	Actual FY 06-07	Actual FY 07-08	Budget FY 08-09	Actual FY 08-09	Budget FY 09-10
County Attorney	350	300	300	300	300
Planning and Zoning - Countywide Healthcare Planning	300	300	300	300	300
Medicaid Reimbursements	30,000	30,000	34,900	30,000	33,600
Miami-Dade County Health Department - Public Health Programs	1,257	1,257	1,257	1,200	1,130
Transfers and Reimbursements					
• Fire Rescue Department - Helicopter Payment	900	900	900	900	900

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## FY 2009 - 10 Adopted Budget 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 primary care centers, and school-based clinics
- 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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase use of JHS hospital services	Hospital inpatient days	IN	↔	511,842	493,984	531,244	477,435	487,265
	Average length of hospital stay (in calendar days)	OP	↔	N/A	6.7	6.8	6.6	6.6

### **BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS**

- The Public Health Trust's FY 2009-10 Adopted Budget is \$1.895 billion; the General Fund support in FY 2009-10 reflects a decrease of \$19.392 million, to \$158.478 million from the FY 2008-09 budget of \$177.870 million, as a result of the decreased property tax roll and other underperforming revenues in the County's General Fund; revenues from the half-cent Local Option Healthcare Sales Surtax in FY 2009-10 reflects a reduction of \$8.396 million to \$169.732 million (at 95 percent) in FY 2009-10 from \$178.128 million budgeted in FY 2008-09 of which \$175.7 million is projected to be realized
- In FY 2008-09, \$103.3 million of identified financial sustainability initiatives were achieved, reflecting a reduction of \$52.3 million from the budgeted amount of \$155.6 million; the FY 2008-09 operating loss of \$50 million projected in June was reduced to a loss of \$46 million; while all efforts are made to minimize service adjustments, some have already occurred, such as changes in scheduling practices for surgery that have reduced surgeries to approximately 1,800 indigent persons
- During the 2008 legislative session and a subsequent special session required to balance the FY 2009 State budget, the State Legislature approved adjustments to Medicaid reimbursement levels that reduce payments for services; the effect was a reduction in funding of approximately \$1 million per month effective March 2009; no further reductions were made during the 2009 legislative session; in both FY 2007-08 and FY 2008-09, the State Legislature approved a \$20 million special allocation to the PHT used to increase federal support; that allocation was not renewed for FY 2009-10

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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- 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 2008-09 cash on hand totaled 42 days; at year-end there were approximately 24 days of cash on hand; in order to cover balance sheet expenses without depleting cash reserves further, the PHT budget requires an excess of revenues over expenditures of approximately \$11 million in FY 2009-10
- The PHT provides medical care to inmates of the County Corrections and Rehabilitation Department; the mix of inmates requires the PHT to provide care to a juvenile population, a jail population, and a prison population as defined by state and federal law with different mandated levels of care for each population; inmate medical services will be outsourced to save \$4.9 million
- In FY 2009-10, the PHT will continue funding the following health-related programs at a level comparable to FY 2008-09: \$900,000 for operating a Miami-Dade Fire Rescue Department Air Rescue helicopter; \$300,000 for the County Attorney's Office for worker's compensation support; \$300,000 for the Planning and Zoning Department for countywide health care initiatives; and \$33.6 million to fund a portion of the County's state-mandated Medicaid reimbursement payments
- JHS is the largest teaching and charity-care hospital in the State of Florida with total costs for charity care estimated to increase by \$10 million to \$535 million in FY 2009-10 from \$525 million in FY 2008-09
- The County issued debt on behalf of PHT of \$55 million in FY 2004-05, \$30 million in FY 2005-06 for capital projects; and the \$45 million issued in the summer of FY 2008-09; debt service payments will increase by \$3.272 million to \$14.521 million in FY 2009-10 from \$11.249 million in FY 2008-09
- The PHT will participate in the Florida State Disproportionate Share (DSH) Program for the nineteenth 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; as a result of increased support for Medicaid from the federal government, the required intergovernmental transfer was reduced to \$308 million in FY 2009-10 from \$355 million in FY 2008-09 while DSH/Low Income Pool (LIP) funding (including Exemption Benefits and Buyback and the intergovernmental transfer) is expected to decrease to \$570 million in FY 2009-10 from \$582 million in FY 2008-09; the net result is an increase of \$35 million in FY 2009-10
- The FY 2009-10 capital budget is \$174.708 million which includes information technology improvements (\$17.754 million), healthcare equipment acquisitions (\$8.551 million), healthcare facilities improvements (\$92.291 million), and infrastructure improvements (\$56.112 million)
- Over the past several years, critical infrastructure repairs at PHT facilities have been deferred; to remedy that situation, a PHT revenue bond was authorized to raise \$151 million over the next three fiscal years for infrastructure rehabilitation and repairs; of the total, \$75 million for projects was issued in FY 2008-09 with the balance to be issued in FY 2010-11; the debt service for this bond, which is a County responsibility, is budgeted at \$3.6 million in FY 2009-10; each year, the staff of the PHT will work with County staff to offset negative effects on the County budget

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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- The PHT continues to identify Financial Sustainability Initiatives relating to administrative and operational efficiencies and to increasing revenues; the budget includes \$75 million in such initiatives and a reserve of \$15 million to offset the impact of initiatives that may not be realized fully
- Capital expenditures from depreciation funds are reduced by \$16.3 million to cover a portion of required debt service payments
- *The FY 2009-10 Adopted Budget includes additional service reductions of \$16.7 million as approved by the PHT Board, based on staff recommendations, which will take into account alternative service availability, patient volumes, and the cost of service; although efforts will be made to minimize the impact of such reductions, it is anticipated that wait times will increase as patients seek services at other facilities; to the extent that patients, possibly because of their inability to pay, have difficulty locating alternative service locations, treatment may be delayed or omitted; in that case their conditions may deteriorate and emergency care may be required*
- *Executive compensation and leadership restructuring will reduce the executive payroll by approximately 10 percent (\$1 million)*
- *The FY 2009-10 budget includes redefined job responsibilities and elimination of mid-management allowances, which will reduce 20 administrative and management positions (\$3 million)*
- *The Purdue Medical Center and the Jackson Memorial Long Term Care Center will be closed in January, 2010; funded patients will be placed in other facilities in the community, and the PHT will pay to place unfunded patients (net savings of \$9.8 million)*
- *The Primary Care and Ambulatory Care Program will be restructured effective in January 2010; among other actions, the restructuring includes the closure of the Juanita Mann and North Miami Primary Care Centers and the collection of an encounter fee (net savings of \$6 million)*
- *Additional Financial Sustainability Initiatives include reduced funding to CHI (\$1.5 million); reduced funding to other CBO's (\$500,000); the Care-A-Van program will be restricted to participation in outreach activities such as health fairs (\$400,000); closing the Pain Clinic at JMH, thereby reducing access to pain management services (\$121,000); closing the Broward Transplant Program (\$579,000); the Heart Transplant and Lung Transplant Programs will continue, however, the Combined Heart/Lung Transplant Program be discontinued (\$307,000); elimination of the Outpatient Wound Care Services Program at Jackson South Community Hospital (\$529,000); and deferring other hospitals from sending unfunded outpatients requiring renal service to Jackson (\$100,000)*

# FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

## Public Housing Agency

The mission of the Miami-Dade Public Housing Agency (MDPHA) 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 with buying homes, and to expand the inventory of affordable and workforce housing for renters and home buyers throughout Miami-Dade County. MDPHA 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 Private Rental (Section 8) and Public Housing programs.

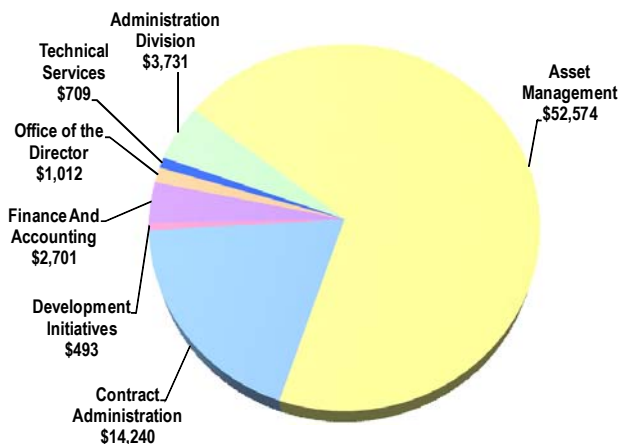
As part of the Health and Human Services strategic area, MDPHA oversees approximately 9,265 units of public housing, provides Section 8 subsidized payments for up to 17,000 clients, and operates and manages the first public housing ALF in the country, the 101-bed Helen Sawyer facility.

MDPHA's stakeholders are the residents of Miami-Dade County, primarily extremely low-income to moderate-income individuals, families, and elderly residents. MDPHA works closely with the Resident Councils, Section 8 Advisory Board, private landlords, affordable housing developers, and County departments including Housing and Community Development (HCD) and the Office of Capital Improvements (OCI). A primary partner of MDPHA is the United States Department of Housing and Urban Development (U.S. HUD), which provides the MDPHA's Public Housing, Capital Grants, Section 8, and HOPE VI funding and oversees MDPHA's performance through the Public Housing Assessment System (PHAS) and the Section Eight Management Assessment Program (SEMAP).

### FY 2009-10 Adopted Budget

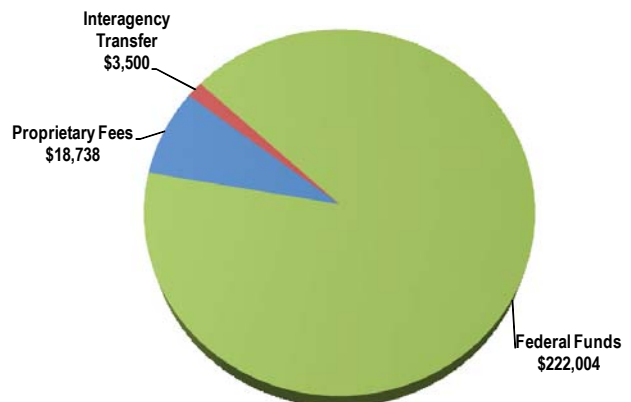
#### Expenditures by Activity

(dollars in thousands)



#### Revenues by Source

(dollars in thousands)



# FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION

<b><u>OFFICE OF THE EXECUTIVE 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 MDPHA's goals and objectives</li> </ul>			
<u>FY 08-09</u> 7		<u>FY 09-10</u> 8	
<b><u>ADMINISTRATION</u></b>		<b><u>ASSET MANAGEMENT</u></b>	
<ul style="list-style-type: none"> <li>• Audits operations for compliance with U.S. HUD and departmental regulations; oversees administrative functions including human resources and procurement; oversees the operations of the Applicant and Leasing Center</li> </ul>		<ul style="list-style-type: none"> <li>• Provides quality affordable and subsidized public housing units and property management; administers the Substantial Rehabilitation and the New Construction programs; provides construction contract administration, inspections and contract compliance</li> </ul>	
<u>FY 08-09</u> 65	<u>FY 09-10</u> 48	<u>FY 08-09</u> 305	<u>FY 09-10</u> 280
<b><u>FINANCE AND ACCOUNTING</u></b>		<b><u>CONTRACT ADMINISTRATION</u></b>	
<ul style="list-style-type: none"> <li>• Provides financial and administrative support functions to the Agency and ensures that federal and County requirements are met; oversees the areas of budgeting, accounting, financial reporting, accounts payable and revenue management</li> </ul>		<ul style="list-style-type: none"> <li>• Administers special programs including Moderate Rehabilitation, Shelter Plus Care and Single Room Occupancy; oversees the private contract for the Housing Choice Voucher Program (HCV)</li> </ul>	
<u>FY 08-09</u> 34	<u>FY 09-10</u> 35	<u>FY 08-09</u> 117	<u>FY 09-10</u> 17
<b><u>TECHNICAL SERVICES</u></b>		<b><u>DEVELOPMENT INITIATIVES</u></b>	
<ul style="list-style-type: none"> <li>• Provides technical support for network availability, software support, hardware configuration and maintenance, and computer project management</li> </ul>		<ul style="list-style-type: none"> <li>• Identifies and manages new housing development projects, mixed use developments, acquisitions and disposition activities for County-owned properties; prepares analysis of real estate properties and carries out the overall development of quality housing including HOPE VI Scott/Carver housing</li> </ul>	
<u>FY 08-09</u> 5	<u>FY 09-10</u> 9	<u>FY 08-09</u> 0	<u>FY 09-10</u> 4

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10
<b>Revenue Summary</b>			
General Fund Countywide	335	0	0
Interest Income	1,105	150	105
Miscellaneous Revenues	1,818	664	689
Other	22	15	22
Other Revenues	822	0	0
Rentals	17,057	17,333	17,922
Sale of Properties-Homeownership	0	500	0
Fees and Charges	0	12	0
Section 8 Admin Fee	14,710	15,234	15,689
Carryover	0	8,000	2,381
Public Housing Subsidy	32,897	30,483	34,711
Family Self Sufficiency-FSS	1	64	0
Federal Funds	0	0	55
Federal Grants	0	3,049	7,916
Hope VI	60	0	0
Housing Assistance Payments	154,488	151,607	161,252
Community Development Block Grant	0	6,600	3,500
Total Revenues	223,315	233,711	244,242
<b>Operating Expenditures Summary</b>			
Salary	24,984	28,429	19,352
Fringe Benefits	9,118	10,270	6,869
Other Operating	35,238	34,500	48,786
Capital	217	635	453
Total Operating Expenditures	69,557	73,834	75,460
<b>Non-Operating Expenditures Summary</b>			
Reserve	0	270	5,149
Other Non-Operating Adjustments	143,663	159,607	163,633
Total Non-Operating Expenditures	143,663	159,877	168,782

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 08-09	Adopted FY 09-10	Budget FY 08-09	Adopted FY 09-10
<b>Strategic Area: Health and Human Services</b>				
Administration Division	5,447	3,731	65	47
Asset Management	53,170	52,574	305	281
Contract Administration	10,899	14,240	117	17
Development Initiatives	0	493	0	4
Finance And Accounting	3,112	2,701	34	35
Office of the Director	740	1,012	7	8
Technical Services	466	709	5	9
Total Operating Expenditures	73,834	75,460	533	401

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	57	1,500	1,900	8,881	0	0	0	19,962	32,300
Capital Asset Acquisition Bond 2007 Proceeds	15,392	0	0	0	0	0	0	0	15,392
Capital Fund Program (CFP) - 717	3,845	1,551	1,551	1,551	0	0	0	0	8,498
Capital Fund Program (CFP) - 718	2,552	2,552	2,552	2,252	0	0	0	0	9,908
Capital Fund Recovery Grant - 749	5,631	6,903	3,737	1,057	0	0	0	0	17,328
Capital Funds Program (CFP) - 716	5,957	1,928	0	0	0	0	0	0	7,885
Capital Funds Program (CFP) - 719	0	2,552	2,552	2,552	2,252	0	0	0	9,908
Capital Funds Program (CFP) - Future	0	0	9,925	9,925	9,925	9,925	0	0	39,700
Hope VI Grant	21,050	0	0	0	0	0	0	0	21,050
Replacement Housing Factor (RHF)	8,834	0	0	0	0	0	0	0	8,834
Sunshine State Financing	4,800	0	0	0	0	0	0	0	4,800
Sunshine State Series 2008 Interest	55	0	0	0	0	0	0	0	55
<b>Total:</b>	<b>68,173</b>	<b>16,986</b>	<b>22,217</b>	<b>26,218</b>	<b>12,177</b>	<b>9,925</b>	<b>0</b>	<b>19,962</b>	<b>175,658</b>
<b>Expenditures</b>									
<b>Strategic Area: Health And Human Services</b>									
Public Housing Improvements	32,256	31,149	35,487	32,702	14,177	9,925	0	19,962	175,658
<b>Total:</b>	<b>32,256</b>	<b>31,149</b>	<b>35,487</b>	<b>32,702</b>	<b>14,177</b>	<b>9,925</b>	<b>0</b>	<b>19,962</b>	<b>175,658</b>

### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual	Actual	Budget	Actual	Budget
	FY 06-07	FY 07-08	FY 08-09	FY 08-09	FY 09-10
Rent	1,260	812	698	502	747
Transfers and Reimbursements					
• Helen Sawyer ALF	2,381	1,800	0	1,197	0
• Audit Services	110	110	110	110	110

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ASSET MANAGEMENT**

The Asset Management Division provides public housing units and property management services.

- 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)
- Administers the Section 8 New Construction and Substantial Rehabilitation programs with a combined 805 units

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Maximize the effective use of existing Public Housing	Public Housing Assessment System (PHAS) score*	OC	↑	90%	87%	90%	87%	90%
	Average monthly number of families renting	OP	↔	9,000	7,945	9,000	7705	9,000
	Net families moved into Public Housing**	OP	↔	500	1,050	500	785	500
	Adjusted vacancy rate***	OC	↓	5%	7%	3%	11%	5%

\* The FY 2007-08 and FY 2008-09 values represent an internal computation based on US HUD criteria

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

\*\*\*Excludes units unavailable due to renovation or rehabilitation

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In FY 2009-10, MDPHA will modernize and renovate various public housing developments and convert public housing dwelling structure units to Uniform Federal Accessibility Standards (UFAS) compliance with funding from the Capital Fund Program
- *Realignment of staff in the Asset Management Division has allowed for a reduction of \$369,000 in overtime expenses in FY 2009-10*

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: CONTRACT ADMINISTRATION**

The Contract Administration Division administers the following Special Programs: Moderate Rehabilitation, Shelter Plus Care and Moderate Rehabilitation Single Room Occupancy; and oversees the private contract for the Housing Choice Voucher Program (HCV)

- Provides housing assistance to low-income families, elderly, disabled and homeless participants in affordable, decent, safe, and sanitary housing
- Administers, monitors, and oversees Housing Choice Voucher contract activities
- Conducts housing quality standards (HQS) inspections at least annually for all administered programs

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Maximize the effective use of Housing Choice Voucher resources	Section 8 Management Assessment Program (SEMAP) score*	OC	↑	145	60	145	75	130
	Units leased in the Section 8 Housing Choice Voucher Program*	OP	↔	14,468	13,316	14,168	13,397	14,317
Maximize the effective use of Special Program resources**	Special Programs Occupancy Rate	EF	↑	N/A	N/A	N/A	95%	95%
	Special Programs units inspected at least annually	EF	↑	N/A	N/A	N/A	97%	100%
	Percentage of annual reexaminations completed within 2 month grace period	EF	↑	N/A	N/A	N/A	80%	100%

\*Section 8 Housing Choice Voucher program outsourced to private vendor on April 1, 2009; SEMAP score and lease-up rate expected to improve significantly after one-year transition period

\*\*New objective and measures established for FY 2009-10

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- As required by the Settlement Agreement between U.S. HUD and Miami-Dade County, the Section 8 Housing Choice Voucher program was outsourced to a private contractor in FY 2008-09; the Contract Administration Division will continue to ensure compliance with the contract requirements and applicable U.S. HUD program rules and regulations

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FINANCE AND 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, financial reporting, accounts payable, and revenue management
- Reviews and revises existing systems of financial internal controls to ensure sustainability of program compliance and that the financial statements are presented in accordance with Generally Accepted Accounting Principles (GAAP) and all other federal requirements
- Implements various enhancement and process improvement initiatives to provide accurate, timely financial data
- In FY 2009-10, MDPHA will continue to implement an electronic payment system, which will allow residents to pay rent via the Internet; the Department will also expand the direct debit program, which allows tenants to have rent deducted directly from a checking or savings account

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Increase the rate of standard payments and purchases	Average monthly accounts payable claims paid	OP	↔	4,200	5,120	4,200	3,153	3,600
	Special Purchase Orders issued due to expired contracts*	OP	↔	0	318	0	218	150

\*The Agency is working towards improving contract monitoring standards to avoid expired contracts

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In FY 2009-10, MDPHA staff will continue to assess the financial condition of the Agency, including, but not limited to, the cash flow and balance sheet statements
- MDPHA will continue to implement the U.S. HUD mandated asset management model, which requires all public housing authorities to organize their sites into Asset Management Projects (AMPs) for financial reporting purposes
- In FY 2009-10, MDPHA will continue to implement an electronic payment system, which will allow residents to pay rent via the Internet; the Department will also expand the direct debit program, which allows tenants to have rent deducted directly from a checking or savings account

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: ADMINISTRATION DIVISION**

The 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
- Conducts fraud investigations and appeals
- Provides administrative support including human resources, safety operations, emergency management, fair housing, affirmative action, fleet operations, departmental program audits, employee development, and Americans with Disabilities Act compliance

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

- ES9-4: Accountability to the public at every level of the organization (priority outcome)

Objectives	Measures		FY 07-08		FY 08-09		FY 09-10	
			Target	Actual	Target	Actual	Target	
Minimize instances of fraud and abuse in housing programs	Program abuse and fraud cases investigated	OC	↓	240	376	280	247	250
	Tenant files reviewed as part of compliance audit	OP	↔	80	80	80	34	80

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In July 2008, MDPHA re-opened the waiting lists for its project-based (Public Housing, Moderate Rehabilitation, and Section 8 New Construction) and tenant-based (Section 8 Housing Choice Voucher) programs; over 71,000 online applications were taken during the one-month application period; MDPHA will continue to serve and house these applicants in FY 2009-10
- In FY 2009-10, MDPHA will ensure positions are staffed appropriately with qualified employees with the necessary skills to perform the functions required by the County and U.S. HUD

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: TECHNICAL SERVICES**

The Technical Services Division provides support to the Agency with regards to network availability, software support, hardware configuration and maintenance, and computer project management.

- Provides Agency with support, maintenance, and enhancement to Emphasis Computer Systems (ECS) and Elite software currently used to manage Agency business
- Maintains current inventory of all Agency computer assets
- Provides ongoing training of computer systems to Agency staff on an as needed basis

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Provide excellence in customer service	Help Desk incidents opened	IN	↔	N/A	N/A	N/A	2,266	2,400
	Percentage of Help Desk incidents resolved	OC	↑	N/A	N/A	N/A	89%	80%
	Percentage of same day resolutions	EF	↑	N/A	N/A	N/A	73%	70%

\*Newly created division, requiring new performance measures in FY 2009-10

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- In FY 2009-10, MDPHA will continue to identify technical training standards for staff to maintain current industry technical aptitude
- The Agency will continue process documentation efforts to ensure against loss of technical operational knowledge base

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DEVELOPMENT INITIATIVES**

Identifies and manages new housing development projects and initiatives, mixed use developments, acquisition and disposition activities for County-owned properties, prepares highest and best analysis of real estate properties and carries out the overall development of quality housing, including HOPE VI Scott/Carver housing

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

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

Objectives	Measures			FY 07-08		FY 08-09		FY 09-10
				Target	Actual	Target	Actual	Target
Complete the revitalization of HOPE VI at Scott/Carver	Hope VI community meetings held	OP	↔	N/A	N/A	N/A	20	18
	Scott/ Carver residents participating in Community Supportive Services case management program	OP	↔	N/A	N/A	N/A	98	120

\*Newly created division, requiring new performance measures in FY 2009-10

### **DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS**

- A Master Development Agreement (MDA) was executed for the Scott/ Carver HOPE VI project on December 30, 2008; the developer is tasked with engaging the community stakeholders throughout the design and construction of the development; current plans and anticipated financing will permit construction of 354 affordable housing units

### **BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS**

- A Memorandum of Understanding (MOU) was executed between US HUD and the County whereby possession of MDPHA was returned to the County effective January 8, 2009, subsequent to US HUD's temporary possession of the Agency pursuant to the October 27, 2007 Settlement Agreement; the Agency was renamed to the Miami-Dade Public Housing Agency (MDPHA) as agreed to in the MOU
- In FY 2008-09, MDPHA was awarded \$19.250 million in American Recovery and Reinvestment Act (ARRA) funds; the funds have been prioritized and will address the following long term capital needs on a multi-year basis: elevators, roofs, windows, fire alarm systems and Uniform Federal Accessibility Standards (UFAS) features
- During FY 2008-09, an Interagency Working Group was established to improve coordination of MDPHA operations and housing initiatives among County departments; representatives were assigned to the Group from all County Departments that regularly interact with the Agency
- In FY 2009-10, MDPHA will continue the redevelopment of Scott/Carver sites under the HOPE VI initiative, which includes public housing, and affordable rental housing, thereby creating a mixed-income community

## FY 2009 - 10 Adopted Budget and Multi-Year Capital Plan

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- The FY 2009-10 Adopted Budget reflects the transfer of CDBG Disaster Recovery funds (\$3.5 million) from Housing and Community Development (HCD) to cover public housing-related expenditures
- Overall revenue growth reflects an increase of four percent (\$10.531 million) to \$244.242 million in FY 2009-10; revenues are mainly comprised of Housing Assistance Payments (\$161.252 million), Public Housing Subsidy (\$34.711 million), and Rent Payments (\$17.922 million)
- MDPHA was one of 36 housing authorities which received a competitive grant from US HUD, to utilize green materials and technology to create public housing that conserves energy and encourages more healthy lifestyles; the award of \$16.6 million in ARRA funds has been allocated to the HOPE VI Scott/Carver Redevelopment project.
- *As part of a department-wide fleet reduction initiative, MDPHA reduced related expenses by \$423,000 in FY 2008-09*
- *Through a series of security improvements at various sites, MDPHA has reduced the need for security guard services, which is expected to yield \$2.138 million in savings in FY 2009-10*
- *The FY 2009-10 Adopted Budget includes savings of \$83,000 resulting from operational efficiencies, such as direct deposit and direct debit, which eliminates the need for checks and postage*
- *The FY 2009-10 Adopted Budget includes a net reduction of 132 positions as a result of an extensive reorganization process and the outsourcing of the Section 8 Housing Choice Voucher program; eliminations include 14 positions from Asset Management (formerly Public Housing), 11 positions from Housing Development, 100 positions from Contract Administration (formerly Private Rental) and 17 positions from Administration; added positions include one position in the Executive Director's Office, four positions in Technical Services, four positions in Development Initiatives, and one position in Finance and Accounting*

