

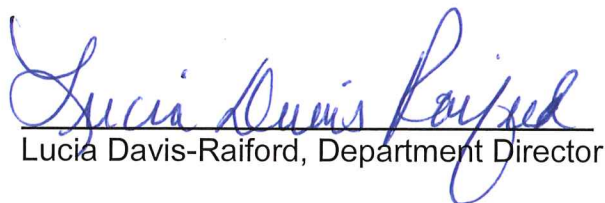


# Community Action and Human Services Department Business Plan

**Fiscal Years: 2020 and 2021**

(10/1/2019 through 9/30/2021)

Approved by:

  
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Date

  
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Plan Date: January 30, 2020

*Delivering Excellence Every Day*



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## DEPARTMENT OVERVIEW

### Department Mission

The mission of the Miami-Dade County Community Action and Human Services Department (CAHSD) is to empower families, individuals and communities through the provision of comprehensive social services.

### Department Description

CAHSD is a nationally accredited agency that provides comprehensive social services to individuals and families at every stage of life, from before birth to the elderly. Services are designed and coordinated to address and relieve hardships associated with poverty. The service delivery model is strongly client-centered and is comprised of multiple direct service components (listed below) to meet the needs of the entire family.

1. The **Head Start/Early Head Start** Division includes the oversight of seventeen (17) delegate agencies and ten childcare partners in the provision of high-quality early childhood education. The program focuses on the development of positive social, physical and emotional development of children ages 0 to 5, ensuring that children are school-ready, and provides supportive services for their families. Through the Early Head Start-Child Care Partnership Grant and the Early Head Expansion Grant, CASHD has transformed ten daycare centers into high-quality Early Learning Centers rooted in Early Head Start principles. Partners receive a range of support services and are monitored for safety, performance and overall development of infants/toddlers in core areas.
2. The **Family and Community Services Division** provides services for targeted populations, including low-income families, individuals and communities, Veterans, farmworkers, youth and immigrants. Services include emergency assistance, utility and rent assistance, nutritional support, citizen participation, afterschool programs, employability skills training, job placement and referrals. Services are available at CAHSD Community Resource Centers, as well as at specialized service sites located throughout the County.
3. The **Elderly and Disability Services Division** provides comprehensive case management and access to a continuum of support services designed to promote independent living for seniors and persons with disabilities. Services include the provision of nutritious meals, home care, respite care, volunteer opportunities and psychological services. Various social activities are also provided in adult day centers, senior centers and congregate meal sites.
4. The **Violence Prevention and Intervention Division** offers comprehensive supportive and protective services for victims of varying forms of domestic violence, sexual violence and human trafficking. Victims and their dependents can receive legal assistance, immigration assistance, counseling, advocacy,

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employability skills training and placement in safe emergency or transitional housing, among other coordinated services.

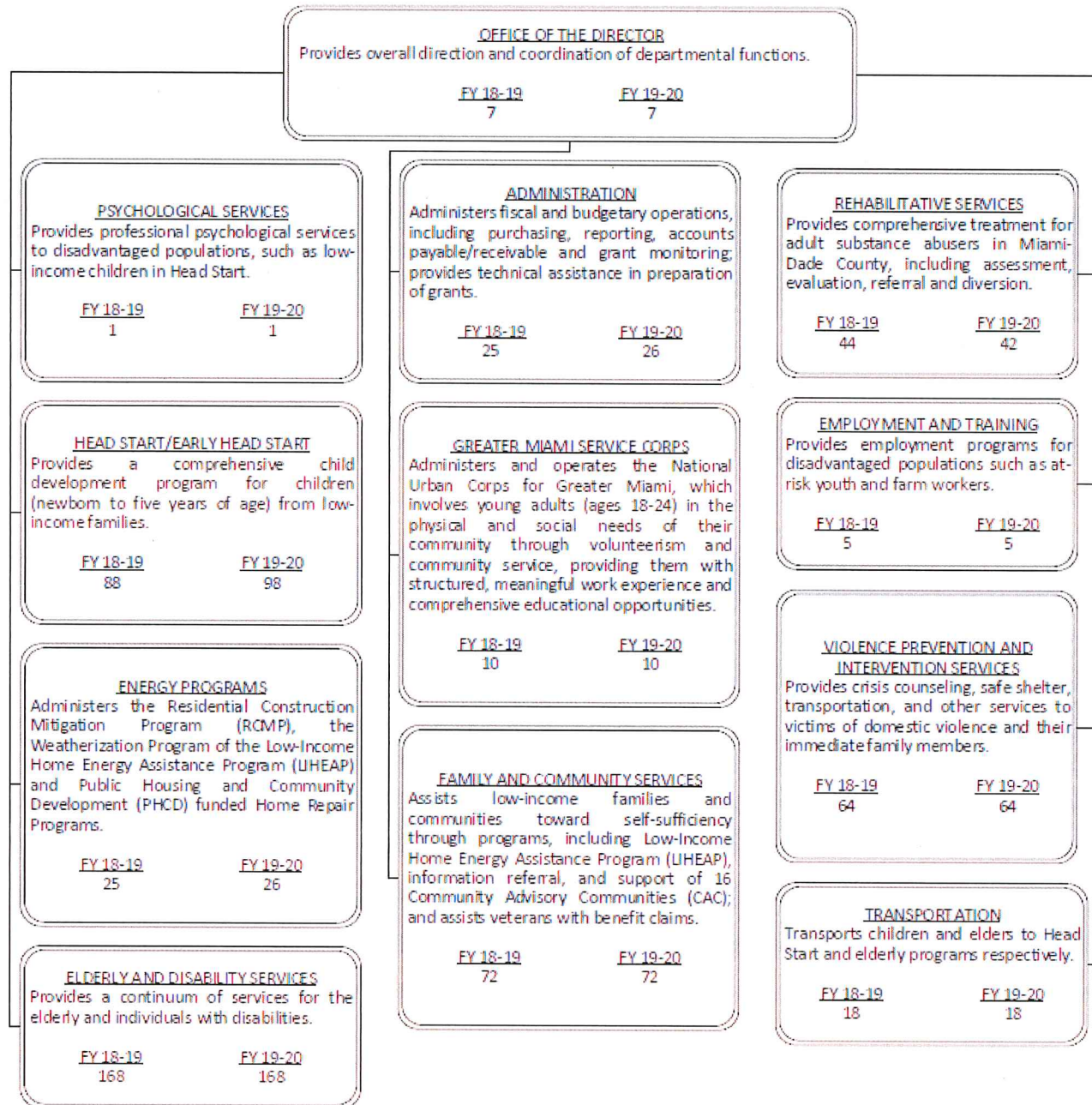
5. The **Rehabilitative Services Division** includes both out-patient and residential treatment services for individuals struggling with substance use disorders and addiction. Residential treatment is provided 24-hours, 7-days per week and includes a variety of supportive services, such as individual, group and family therapy, medication-assisted treatment (MAT) and employability skills training. CAHSD also provides out-patient case management, counseling and care for individuals referred to treatment through the Miami-Dade County Drug Court, in addition to self-enrolled clients.
6. The **Energy, Transportation and Facilities Division** provides numerous services designed to improve homes and communities. Services include weatherization, beautification, hurricane shutter installation and home rehabilitation for Miami-Dade County residents. The division also manages all CAHSD facilities and real estate development, as well as coordinates transportation services provided to clients participating in Elderly and Disability Services and Head Start/Early Head Start programs.
7. The **Greater Miami Service Corps** is a program designed to improve the knowledge, skills and abilities of youth and young adults to assist them in achieving their educational and employment goals.
8. The **Psychology Internship Program** is an American Psychological Association (APA)-accredited program in which doctoral students provide direct mental health services, such as individual, group and family therapy, psychological evaluations and assessments, case management and consultation, to clients participating in select CAHSD programs.



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### Table of Organization



The FY 2019-20 total number of full-time equivalent positions is 569.

### **Strategic Alignment Summary**

CAHSD services that support and align with the County's goals and objectives are as follows:

#### **HH2-2 Stabilize Home Occupancy**

To stabilize home occupancy, CAHSD provides:

- Comprehensive energy conservation and home rehabilitation programs to low-to-moderate income homeowners through the CAHSD Energy, Facilities and Transportation Division. Programs, such as Weatherization, Home Rehabilitation, Beautification and Shuttering, are designed to reduce energy consumption, allowing homeowners greater opportunity to increase their savings and remain in their homes. Programs improve home air quality, resiliency during storms and home appearance, while reducing neighborhood blight.
- Crisis intervention and prevention services through the Family and Community Services Division, such as utility bill payment assistance and rent/mortgage assistance to prevent utility shut-off and eviction.

#### **HH2-3 Minimize Hunger for Miami-Dade County Residents**

CAHSD helps minimize hunger by providing meals to clients participating in the following programs:

- Head Start/Early Head Start, which provides two-thirds of each child's daily nutrition by serving a healthy breakfast, lunch and snack to all students.
- Family and Community Services Division, which provides food vouchers to families in need, coordinates food distributions and organizes food pantries at its twelve Community Resource Centers. The division also ensures that children participating in out-of-school programs receive a nutritious snack.
- Elderly and Disability Services Division, which operates congregate meal sites, senior centers, adult day centers and the Meals on Wheels program to aid seniors and persons with disabilities in avoiding malnutrition and other health-related issues. Additional evening and weekend meals are also available for those seniors who have been identified as being "high-risk" for malnutrition.
- New Direction Residential Treatment Program, which provides meals for clients receiving treatment for substance use disorders in a residential facility.



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- Summer Food Service Program, which provides free balanced meals to children during the summer.

### **HH2-4 Reduce the Need for Institutionalization of the Elderly**

Through the Elderly and Disability Services Division, CAHSD provides an array of services designed to reduce the need for institutionalization of the elderly, such as:

- Comprehensive home care services to homebound seniors, including assistance with eating, dressing, bathing, housekeeping and chores.
- Socialization opportunities for seniors and adults with disabilities, including Adult Day Centers, Senior Centers, the Disability Services and Independent Living Center, Congregate Meal Sites and volunteer opportunities. Participants in these programs receive assistance with daily living activities, a nutritious breakfast and lunch, transportation and respite for caregivers, and are actively engaged in social activities, self-care training activities, and health interventions and education.
- Case management services to ensure that all seniors and adults with disabilities have access to a continuum of support services

Additional support services for seniors include:

- Respite care to seniors to reduce isolation and support caregiver
- Companionship for frail and homebound seniors
- Mental health counseling
- Round-trip transportation to program sites and associated field trips

### **HH2-5 Improve Access to Abuse Prevention, Intervention and Support Services**

- CAHSD provides access to coordinated services for victims of domestic violence, sexual assault, dating violence and human trafficking, and their dependents, through the Violence Prevention and Intervention Division. The division collaborates with public and private entities co-located at the CAHSD Coordinated Victims Assistance Center (CVAC) to provide access to comprehensive services, including outreach, counseling and advocacy. Emergency and transitional housing with supportive services are also available to survivors fleeing violent situations. Other supportive services include immigration and legal assistance, transportation, employment services, food and clothing.
- Through the CAHSD Rehabilitative Services Division, evidence-based, comprehensive substance abuse treatment is provided to individuals who are struggling with addiction. Residential and out-patient care enables clients to access a wide range of services, including individual, group and family therapy. Medication-assisted treatment (MAT) and an on-site Medical Director help to provide an integrated approach to clinical care.

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- Psychological services, including evaluation and counseling for children, seniors and individuals with substance use disorders, are also provided to clients participating in the following CASHD programs: Head Start/Early Head Start, Family and Community Services, Elderly and Disability Services, Violence Prevention and Intervention, Rehabilitative Services and the Greater Miami Service Corps.

### **HH3-1        Ensure That Individuals 18 Years and Older (including foster care and juvenile youths) Are Work Ready**

- Workforce development for low-income individuals is provided through CAHSD Family and Community Services Division. Staff works with both youth and adult clients to reduce social, educational and attitudinal barriers to obtaining or maintaining employment. Services include employability skills training, computer skills training, job search assistance, referrals to advanced/specialized skills training and job placement. Specialized career development and placement services are also available to migrant and farmworker populations through the Farmworker Career Development Program.
- Out-of-school youth and young adults are provided with the skills and resources needed to obtain educational and employment aspirations through the Greater Miami Service Corps (GMSC). GMSC participants are not only engaged in community service projects, but are also provided with a myriad of services to support their professional growth, including GED assistance, career exploration, counseling, character and leadership development, life skills management, industry certifications, and job, internship and post-secondary education placement.

### **HH3-2        Ensure That Children Are School Ready**

CAHSD offers high-quality early childhood education to promote school readiness through Head Start/Early Head Start (HS/EHS) program. Key components of the program include:

- Comprehensive child development and family support services for more than 7,000 children, birth to age five, and their families through a fully delegated agency model and through partnerships with early childcare and education centers.
- Inclusive early education services tailored to meet the needs of children diagnosed with a disability.
- Language-rich, challenging and supportive environment to develop strong early literacy, math, science, social skills and executive function skills that are necessary to succeed in school and life.
- Parent engagement in children's school experiences to improve the social, emotional and educational development of each child.



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### **HH3-4 Increase the Self-Sufficiency of Vulnerable Residents/Special Populations**

Throughout all programs within the department, CAHSD supports individuals, families and communities as they move away from poverty and towards economic stability. Targeted populations include low-income individuals and families, unemployed/underemployed adults, out-of-school youth, migrant and farmworkers, seniors, persons with disabilities, victims of domestic violence, sexual violence and human trafficking, children, Veterans, immigrants and adults struggling with substance use disorders. CAHSD assists residents with becoming self-sufficient by providing direct support services, including education, employment, economic, financial literacy and housing assistance across core programs. These services are designed to identify, remove and/or reduce social barriers to economic success and promote economic independence.

CAHSD has multiple service access points, most of which are centrally located in the heart of some of the most impoverished communities in Miami-Dade County. The department forms strategic partnerships to further connect residents to the resources they need and expand the quantity of services provided at CAHSD locations.

#### **Our Customer**

The CAHSD service delivery model is client-centered and responsive to the unique needs of the communities, families and individuals served. Customers, customer groups and market segments are identified and determined by local, state and federal mandates. Most of the funding received is restricted to providing services to low-income residents and/or special populations, such as the elderly, persons with disabilities, victims of domestic violence, sexual assault and human trafficking, farmworkers and children. Customers are determined to be low-income by their status in relation to the U.S. Poverty Guidelines.

CAHSD uses the following processes to learn more about customers and their needs:

1. The Individualized Assessment – The CAHSD assessment process takes place at intake for all department services and programs. Clients are actively involved in developing their case plan, in which they define their needs, expectations and requirements for services.
2. Community Needs Assessments – CAHSD annually updates its comprehensive community needs assessments that are required by grants (Head Start and Community Service Block Grant) to capture unmet community needs, identify gaps in services and acquire more in-depth knowledge about the diverse communities it serves.
3. Community Advisory Councils (CACs) – CACs are designed to empower low-income residents to become involved in decision-making process of local government. Reviews of CAC minutes serve as viable mechanisms for identification of community issues and concerns.

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### KEY ISSUES

- Legislative changes that result in the reallocation and/or reduction of federal, state and local funds remain a challenge for CAHSD. As resources become scarcer, seeking grants from private foundations and independent donations to support current and developing programs is essential to the sustainability of CAHSD. To further address legislative challenges, the development of public-private partnerships is a necessity, as is engaging the business community for financial support and volunteerism.
- Unfunded or insufficiently funded mandates with regulatory consequences remain a challenge for CAHSD, as the demand for services is greater than the resources available. Limited resources and personnel make it difficult to comply with new federal, state and local mandates, especially when no or limited funding is attached.
- Aging infrastructure, including outdated facilities and technology, poses a new challenge for CAHSD. The number of residents accessing facilities continues to increase, which in turn increases costs associated with facility maintenance and utilities. Upgrades to both facility and technology equipment would create a safe and inviting environment for staff and clients, who are often accessing services during times of crisis, as well as attract other government and community-based entities to provide services at CAHSD locations. Outdated technology also has a programmatic impact, as it hinders the ability of CAHSD to provide more advanced computer skills training to clients seeking to improve their employability, and limits accessibility of program and benefit registration to in-person only.
- Of the Department's infrastructure needs, none are more prevalent than the conditions of the structures at the New Direction, CAHSD's residential rehabilitative services facility. According to the MDC Opioid Taskforce, Miami Dade County is severely impacted by serious public health and social problems associated with the opioid epidemic and related co-occurring disorders. In Miami-Dade County, illicit opioid use continues to increase, resulting in a growing number of fatalities. Furthermore, untreated substance use disorders, including intravenous drug use, contributed to Miami-Dade County being identified as the national leader for new HIV diagnosis in 2019. New Direction is the County's only substance abuse treatment provider that accepts clients without the means to pay for service, the uninsured or underinsured individuals. The Department estimates that a \$15M commitment is needed to redevelop the space, with a complete tear-down and rebuild project, to not only serve the current population, but create a facility that can also serve youth, veterans and other severely impacted populations, an area of treatment where there is dedicated federal and state grant funding available.



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- A growing demand for elderly services, specifically home delivered meals and in-home personal and homemaking care, far outweighs current means/funding. The Department currently has a waitlist of more than 4,000 unique services to support elderly residents in the community. Older residents with fixed incomes are in need of assistance that range from prepared meals that meets their dietary requirements to in-home support with daily living tasks including bathing, feeding and light cleaning.

### **PRIORITY INITIATIVES**

#### *Administrative*

- Create a comprehensive economic development and facilities improvement plan, and identify funding resources to support implementation; strengthen department IT infrastructure, including upgrade of computer labs in CAHSD Community Resource Centers; and develop strategies to monetize CAHSD real estate to support organizational sustainability.
- Build on the success of the automation of services and reporting in the Elderly and Disability Services and Rehabilitation Services divisions. Continue to analyze processes utilized in the delivery of services to develop, fund and implement a plan to automate access to services in all CAHSD divisions, where feasible.
- Develop a centralized, comprehensive assessment that will standardize the intake process across the entire department. By improving efficiencies, centralization will also make it easier for clients to apply for and receive services, and for the department to better track client needs, services and outcomes; and decentralize staff responsible for intake in their respective programs to allow for cross-training and improved access to all services at every CAHSD location.
- Develop and implement a quality rating system to ensure high quality services are provided consistently across all Head Start and Early and Head Start funded agencies.
- Implement a County-wide comprehensive marketing strategy with a focus on low-income communities that encompasses all service areas.
- Partner with a local university to conduct a comprehensive community needs assessment that is inclusive of all requirements mandated by CAHSD funding sources, including the Community Services Block Grant and Head Start.
- Prioritize the hiring of full-time staff to improve program efficiency, meet organizational standards and implement cost-effective best practices in the delivery of comprehensive social services.



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- Develop a comprehensive Master Plan of CAHSD-owned properties. Manage the full application of \$6.3million capital project funding allocated in FY2019-20 and the \$2.8million in FY2020-21. Through dedicated funding from the Countywide Infrastructure Investment Program, CAHSD is prioritizing the renovation of its facilities with an emphasis on safety, security, resiliency and improving the customer experience.
- Invest in the development of staff and continuously grow the organizational knowledge base. Leverage the work of the CAHSD Training Committee to continue to build talent from within by identifying and addressing skills deficiencies within the current workforce.
- The Department through the Continuous Quality Improvement Committee (CQI), which is made up of key representatives from each Departmental Division, will continue to conduct internal policy, procedures, and standard practice reviews, to assure that leadership's vision is aligned in operational application and supported in its documents.
- Continue to address the Department's aging fleet to ensure timely and continued replacement of vehicles used to transport children enrolled in Head Start/Early Head Start and seniors enrolled in Adult Day Care and Congregate Meals programs.

### *Programmatic*

- Continue to improve the quality and quantity of community services provided at Community Resource Centers through increased staff training, expanded partnerships and increased services offered.
- Increase collaborations with community-based providers that serve the elderly, within budget and funding allowances, to provide better coordinated services, countywide.
- Enhance employability skills training and services for unemployed and underemployed residents, including Head Start/Early Head Start parents, by expanding services offered at Community Resource Centers to assist clients in developing tangible skills, reduce attitudinal barriers regarding employment and connect clients to open positions in the private and public sectors.
- Expand the CAHSD Youth Development portfolio to include the development of additional afterschool programs with a focus on education, technology and character and leadership development.

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- Expand medication-assisted treatment (MAT) to outpatient treatment programs and increase the number of beds available in residential treatment to continue to address the opioid epidemic in Miami-Dade County.
- Seek grant opportunities to expand Head Start and Early Head Start programming and extend services to children and families.
- Address staffing challenges associated with operating with a temporary workforce in the Elderly and Disability Services by establishing County full and part-time positions to facilitate the Congregate Meals program. There are currently 20 sites serving more than 1400 elderly residents with hot, nutritionally balanced meals five days a week.
- Develop partnerships to support youth in achieving their collegiate goals with a focus on financial planning, scholarships, employment, family support and internships.
- Maximize treatment opportunities and impact of the newly funded Multidisciplinary Approach Stabilizing Treatment & Empowering Recovery (MASTER) project. MASTER project aims to increase engagement in care for racial and ethnic minority individuals with substance use disorders and co-occurring mental disorders that are at risk for HIV.
- Continue to increase efforts to raise awareness of the prevalence of violence against women throughout the County and the resources available to support victims of domestic violence, sexual assault and human trafficking. Continue to perform outreach in schools, hospitals, businesses and non-profits to help create an inclusive, coordinated community response to domestic violence.
- Continue to expand opportunities and services to assist Veterans and their families through public-private partnerships, grants and extending services to non-CAHSD/County locations.

### **FUTURE OUTLOOK**

Factors that contribute to or exacerbate poverty such as low educational attainment, unemployment, low income, crime, and behavioral and physical health issues can be seen

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in all of the communities that CAHSD serves and in pockets of poverty throughout the County. As such, the need for responsive and innovative social services in Miami-Dade County remains critical. Recent data indicates that 18% of all Miami-Dade County residents are living below the poverty level. Data also reveals that children face the highest rates of poverty.

Continued advocacy for legislation, funding and programs that support economic development and growth, especially for early childhood education and development programs, is essential as the department strives to positively impact and improve the lives of those affected by poverty.

In order to promote the health and success of impoverished neighborhoods, additional resources need to be developed and devoted to social services to help build more sustainable communities.

Social services are often preventative in nature, alleviating the social cost of more reactive services. The department will continue to research and implement evidence-based practices within all program areas. Even in the current environment in which demand greatly outweighs available resources, local community residents fully expect the government to respond to their needs. To this end, developing partnerships with social service providers, governmental and quasi-governmental entities, the faith-based community and funders throughout the County is necessary in order to ensure all resident needs are met. Partnerships, particularly those that bring other agencies to CAHSD sites, can help remedy programmatic budget constraints and increase the capacity of the department to provide services responsive to the needs of diverse communities.