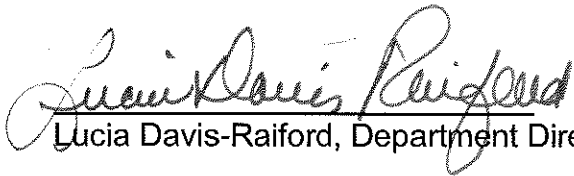





Community Action and Human Services Department Business Plan

Fiscal Years: 2017 and 2018
(10/1/2016 through 9/30/2018)

Approved by:


Lucia Davis-Raiford, Department Director


Russell Benford, Deputy Mayor

2/14/17
Date

3/1/17
Date

Plan Date: February 3, 2017

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Department Name: Community Action and Human Services Department
FY2016-17 & FY2017-18

DEPARTMENT OVERVIEW

Department Mission

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

Department Description

Miami-Dade County Community Action and Human Services Department (CAHSD) provides comprehensive social services to individuals and families over the course of the full lifetime spectrum, 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. **Head Start/Early Head Start** includes the oversight of seventeen (17) delegate agencies 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. In the 2015-2016 program year, CAHSD expanded its Early Head Start program with nine privately owned childcare centers to serve an additional 240 children in Homestead, Miami Gardens, Opa Locka and Liberty City through the Early Head Start-Child Care Partnerships Grant branded locally as Partners for Better Outcomes (PBO). Through Partners for Better Outcomes, CAHSD has transformed nine daycare centers into Early Learning Centers rooted in Early Head Start principles, best practices and performance standards. Partners receive a range of support services and are monitored for safety, performance and overall development of infants/toddlers in core areas by CAHSD.
2. **Family and Community Services** encompasses services for targeted populations, including low-income families, individuals and communities, Veterans, farmworkers, youth and immigrants. Services include emergency assistance, utility and rent assistance, citizen participation, afterschool programs, employability skills training, job placement, information and referrals and psychological services. Services are available at CAHSD Neighborhood Service Centers, as well as at specialized service sites located throughout the County.
3. **Elderly and Disability Services** 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, psychological services and specialized services for youth and adults living with disabilities. Eligible seniors and



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persons with disabilities can also participate in activities provided in adult day centers and senior centers, as well as meal sites operated by CAHSD.

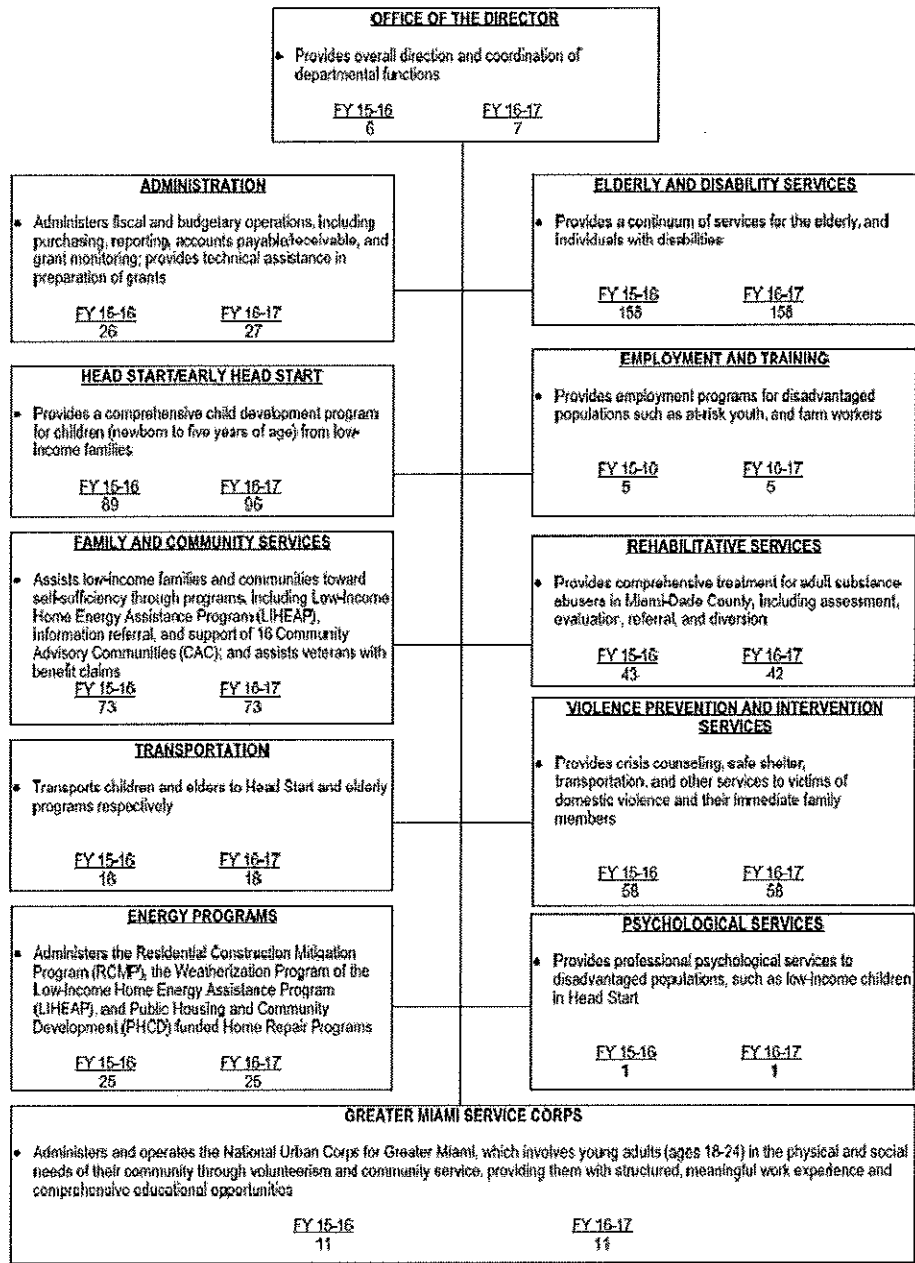
4. The **Violence Prevention and Intervention Division** offers supportive and protective services for victims of varying forms of domestic and sexual violence, as well as victims of human trafficking. Comprehensive and coordinated response is the focal aspect of the division. Victims and their dependents can receive legal assistance, counseling, advocacy, employability skills training, and placement in safe emergency or transitional housing.
5. The **Rehabilitative Services Division** includes both out-patient and residential treatment services for individuals struggling with substance abuse 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, employability skills training, and educational and vocational instruction. CAHSD also provides out-patient case management, counseling and care for individuals referred to treatment through the drug court, in addition to walk-in clients.
6. The **Energy and Facilities Programs 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 of the department's facilities and coordinates transportation services provided to CAHSD clients participating in Elderly and Disability Services and Head Start/Early Head Start.
7. The **Greater Miami Service Corps** is a program designed to improve the knowledge, skills and abilities of youth to enable them to achieve their educational and employment goals.
8. **Psychological Services** are provided by doctoral and master level students to clients participating in various CAHSD program areas, including: 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. The Psychological Services Internship Program is one of four agencies in Miami-Dade County accredited by the American Psychological Association.



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Table of Organization



The FY 2016-17 total number of full-time equivalent positions is 567



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Strategic Alignment Summary

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

HH2-4 Reduce the Need for Institutionalization of the Elderly

- Case management services provided through the **Elderly and Disability Services Division** are designed to coordinate access to a continuum of support services to assist seniors and persons with disabilities in maintaining their self-sufficiency and independence.
- Adult day services are provided through Adult Day Centers and Senior Centers to address health and social needs of seniors and young adults with disabilities. Participants 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.
- Additional support services for seniors include:
 - In-home care to assist with activities of daily living, such as eating, dressing, bathing and housekeeping and chore services
 - Respite care to seniors to reduce isolation
 - Respite services and support to caregivers
 - Companionship for frail and homebound seniors
 - Mental health counseling
 - Meaningful and social volunteer opportunities
 - Providing over 820,000 meals annually for homebound seniors through the Meals on Wheels program and for seniors attending congregate meal sites

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

- The **Violence Prevention and Intervention Division** collaborates with public and private entities co-located at the CAHSD Coordinated Victims Assistance Center (CVAC) to provide coordinated access to comprehensive services for victims of violence and their dependents, including victims of domestic violence, sexual assault, dating violence and human trafficking. Services include outreach, counseling and advocacy. Emergency and transitional housing with supportive services are also available to survivors fleeing violent situations. Other supportive services include immigration, legal assistance, transportation, 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. An on-site Medical Director is also employed to provide an integrated approach to clinical care.



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HH3-1 Ensure That All 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**. 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.
- 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 development, including GED assistance, career exploration, counseling, life skills management, industry certifications, and job, internship and post-secondary education placement.
- Specialized career development and placement services are also available to migrant and farmworker populations through the **Farmworker Career Development Program**.

HH3-2 Ensure That All Children Are School Ready

Through the **Head Start/Early Head Start (HS/EHS)** program, CAHSD:

- Provides comprehensive child development and family support services to 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;
- Provides children with a language-rich, challenging and supportive environment to develop strong early literacy, early math, science, social skills and executive function skills that are necessary to succeed in school and life;
- Engages parents in their children's educational experiences in efforts to improve the social and educational development of each child; and
- Works closely with the public school district to ensure a seamless transition from Head Start to the elementary school.

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 security. CAHSD offers specialized services and programming to vulnerable populations including: low-income individuals and families, out-of-school youth, migrant and farmworkers, seniors, persons with disabilities, victims of violence, children, Veterans, immigrants and residents struggling with addiction.

Delivering Excellence Every Day



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Each program area practices a service delivery model that engages families and communities in the provision of comprehensive services responsive to the needs of each client and community. CAHSD has multiple points-of-entry for all of its services, most of which are centrally located in the heart of some of the most impoverished communities in Miami-Dade County. Supportive services are designed to identify, remove and/or reduce social barriers to economic security and promote economic independence.

In addition to the programs and services previously mentioned, comprehensive energy conservation and rehabilitation programs are provided to low-to-moderate income homeowners through the CAHSD **Energy and Facilities Programs Division**. Programs are designed to improve home air quality, increase energy efficiency and reduce energy consumption, allowing homeowners greater opportunity to increase their savings and remain in their homes. The division also installs accordion hurricane shutters for eligible Miami-Dade County residents to protect their property from hurricane force winds.

Our Customer

The CAHSD service delivery model is client-centered and responsive to the unique needs of the communities, families and individuals served. Customer, 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, farmworker and Veterans. Customers are determined to be low-income by their status in relation to the U.S. Poverty Guidelines.

Input is received from our clients in a number of ways:

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. Client Satisfaction Surveys – Through completion of the CAHSD Client Satisfaction Survey, clients are able to express their level of satisfaction with the services received, voice any additional needs or concerns and provide feedback as to the quality of service delivery.
3. 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.
4. Community Advisory Councils (CACs) – CACs are designed to empower low-income residents to become involved in decision-making process of local government.

Delivering Excellence Every Day



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Reviews of CAC minutes and CAC focus groups serve as viable mechanisms for identification community issues and concerns.

5. Community Surveys – CAHSD distributes surveys at various CAHSD program sites throughout the year to learn more about the immediate needs and demographics of the unique communities served.
6. Employee Satisfaction Survey (ESS) – The ESS is administered annually to collect and analyze feedback from all levels of staff to improve service delivery, promote a safe work environment and support professional development.

The department uses the above referenced methods to better satisfy customer needs and to inform strategic planning. The data collected is used to direct and prioritize services and make service adjustments or enhancements to current programs, as well as support the development of innovative programs.

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 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. Potential funding reductions also create staffing constraints and compliance challenges, apparent in many program areas of the department.
- 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 budgets and personnel make it difficult to comply with new federal, state and local mandates, especially when no or limited funding is attached.
- Many CAHSD programs have extensive waitlists, especially in Energy Programs and Facilities and Elderly and Disability Services. With funding reductions and increasing need among the populations CAHSD serves, the identification of additional resources to fill the demand for such services is critical in order to fully realize the department's mission.
- Advances in technology pose both challenges and opportunities for CAHSD, as the department lacks adequate resources to remain competitive in the current funding environment. However, training in more advanced technologies, including marketing technologies, will benefit CAHSD as it strives to shape its narrative and demonstrate the impact and of its programs. Furthermore, robust data collection and analysis will greatly aid the department as it strives to provide comprehensive, wrap-around services to its clients.



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PRIORITY INITIATIVES

Administrative

- CAHSD plans to release a Request for Proposals to replace its social services case management system(s) in order to enhance department-wide interoperability, streamline data entry and case management and provide more sophisticated data analysis of programs and staff productivity. As a part of this process, CAHSD will develop a centralized, comprehensive assessment that will standardize the intake process across the entire department, making it easier for clients to apply for and receive services, and for the department to help better track client needs, services and outcomes.
- CAHSD will continue to ensure that performance and fiscal management systems are aligned with the County's Strategic Plan. All business plan priorities, budgets, performance targets and desired outcomes will be appropriately reflected and tracked in ASE as a part of the department's overall performance management process.
- CAHSD will continue to identify opportunities for collaboration with other departments in developing cross-cutting initiatives to maximize effectiveness and reduce duplication.
- In order to increase awareness of CAHSD services and programs, the department will develop and implement a comprehensive marketing plan that encompasses all service areas. Through improved marketing efforts, CAHSD will increase its capacity to keep clients, funders and local elected officials abreast of departmental accomplishments. This will enhance the department's public image, sharpening its competitive edge as it seeks new funding streams.
- CAHSD will continue to enhance its facilities, particularly its Neighborhood Service Centers and residential facilities. Priorities include improving the bandwidth at all CAHSD sites and evaluating the security needs at each site.
- CAHSD will continue to analyze the processes utilized in the delivery of services to better facilitate access to services provided by the department.

Programmatic

- HS/EHS will implement a culturally responsive and developmentally appropriate curriculum enhancement that will focus on working with children to mitigate the impact of domestic violence, as well as develop children's resilience in the face of trauma.
- CAHSD will enhance its employability skills training services for unemployed and underemployed clients (adult and youth) currently offered at Neighborhood Service Centers to assist clients in developing tangible skills, reduce attitudinal barriers



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regarding employment and connect clients to open positions at CAHSD and in the County.

- CAHSD will implement an improved community engagement plan utilizing evidence-based strategies to increase partnerships with non-profits and other governmental agencies.
- CAHSD will increase its efforts to raise awareness of the prevalence of violence against women throughout the County and the resources available to support victims of domestic violence and human trafficking. Outreach in schools, hospitals, businesses and non-profits remains essential in creating an inclusive, coordinated community response to domestic violence.
- Through its Rehabilitative Services Division, CAHSD will continue to improve its follow-up and after-care planning for clients, particularly for those re-entering the community following residential treatment to better support them in their transition.

FUTURE OUTLOOK

The need for responsive and innovative social services in Miami-Dade County remains critical. Recent data indicates that 20% of individuals and 16.3% of all families residing in the County live below the poverty level. 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 in all of the communities that CAHSD serves and in pockets of poverty throughout the County. Continued advocacy for legislation, funding and programs that support economic development and growth, as well as additional support services to assist families who suffer the consequences of poverty, is critical for CAHSD as it strives to develop and implement programs that will positively impact communities.

In order to promote the health and success of impoverished neighborhoods, additional resources need to be developed and devoted to social services, as they are essential to the overall sustainability of communities. Social services are also often preventative in nature, alleviating the social cost of more reactive services. To help meet the ever-evolving needs of current and future residents, more funding is required to identify, develop 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 private social service providers, other 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 CAHSD to provide services responsive to the needs of diverse communities.

