



# Community Action and Human Services Department Business Plan

**Fiscal Years: 2024 and 2025**  
(10/1/2023 through 9/30/2025)

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07/12/2024

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## DEPARTMENT OVERVIEW

### Department Mission and Vision

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

CAHSD is the designated **Community Action Agency (CAA)** for Miami-Dade County and has a longstanding history of providing critical programs and services to combat poverty. For the last 60 years, since the inception of Community Action Agencies as part of the Economic Opportunity Act of 1964, the department has helped low-income and financially disadvantaged residents of Miami-Dade County achieve increased economic security.

As a nationally accredited agency, CAHSD provides comprehensive social services to individuals and families at every stage of life, from before birth to older adults. Services are designed and coordinated to address and relieve hardships associated with historic and contemporary economic barriers to improve overall community equity and self-sufficiency at an individual and familial level. 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 individual and family.

1. The **Head Start/Early Head Start Division (HS/EHS)** is one of eleven (11) programs recognized by the National Head Start Association as a program of excellence. It includes the oversight of seventeen (17) delegate agencies and eleven 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 Start Expansion Grant, CAHSD has transformed eleven daycare centers into high-quality early learning centers rooted in Early Head Start's principles. Partners receive a range of support services and are monitored for safety, performance, and overall development of infants and toddlers in core areas.
2. The **Family and Community Services Division (FCSD)** provides services for targeted populations, including low-income and financially disadvantaged families, individuals, communities, veterans, farmworkers, youth, and migrants. Services include emergency assistance, utility and rent assistance, nutritional support, citizen engagement, after-school programs, employability skills training, job placement and referrals. Services are available at CAHSD No Wrong Door Community Resource



Centers located throughout the County.

3. The **Older Adults and Individuals with Disabilities Services Division (OAIDS)** assists clients with gaining access to a continuum of support services designed to facilitate Miami-Dade County's diverse older adult and adults with disabilities communities with dignified, independent living options and preventing or delaying the unnecessary or premature institutionalization of older adults or individuals with disabilities. Services provided include but are not limited to individualized case management; adult day care services; nutritious meals that are home delivered and provided in congregate settings; in-home support services such as the homemaker program, or the provision of personal care and shopping assistance; issue and policy advocacy; and volunteer and socialization opportunities. A variety of social and recreational activities are provided at the Division's congregate meal sites and Adult Day Care facilities.
4. The **Violence Prevention and Intervention Division (VPID)** offers comprehensive supportive and advocacy services for victims of crime, including domestic violence, sexual violence, dating violence, stalking and human trafficking. Victims and their dependents can receive legal assistance, immigration assistance, counseling, advocacy, employability skills training, emergency financial assistance, and placement in safe emergency or transitional housing, among other coordinated services.
5. The **Rehabilitative Services Division (RSD)** provides both residential and outpatient treatment to adults struggling with substance use disorders and co-occurring disorders. The division's mission is to reduce the harm caused by substance use disorders, co-occurring disorders, and associated mental health conditions on individuals, families, and communities. RSD's focus is to assist persons with behavioral health conditions in developing essential skills, providing resources to build meaningful connections within their communities, and the stability necessary to maintain a fulfilling and healthy lifestyle. The Evidence-based residential and outpatient substance abuse treatments are provided through a variety of supportive services, such as individual, group and family therapy, medical, psychiatric, and psychological care, medication assisted treatment (MAT), case management and employability skills training.
6. The **Energy, Facilities and Transportation Division (EFTD)** provides numerous services designed to improve the overall efficiency of homes of low-income and financially disadvantaged residents. Services provided by the EFTD include home weatherization, beautification, and rehabilitation for qualified clients. These programs are aimed at enabling low-income and financially disadvantaged individuals and families in reducing their energy bills by improving the efficiency and energy performance of their dwellings



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by using the latest advanced technologies, testing procedures, and available best practices. The division also manages all CAHSD facilities and real estate development initiatives in addition to coordinating transportation services for clients participating in programs offered by the Older Adults and Individuals with Disabilities Services Division and Head Start/Early Head Start programs.

7. The **Office of Housing Advocacy (OHA)** is a clearinghouse and connector of resources that helps residents navigate through the different resources available for the growing housing affordability needs in our community. OHA provides high-level case management that is strengths-based and needs-driven with the intent to build on individual and family strengths to help families achieve economic independence and self-sufficiency. OHA coordinates with partners countywide in cooperation with community advocates to address a significant need to support our residents dealing with the housing affordability crisis in our region. OHA aims to empower residents ensuring that residents see their government in action, aiding them in their lives, and providing an open and transparent process that builds confidence in their county government.
8. The **Office of New Americans (ONA)** promotes and advocates for the inclusion and integration of immigrant residents into the County's civic and economic life, through collaborative partnerships with national and community-based organizations, County and Federal agencies, elected officials at all levels of government, cities and counties across the country, and immigrant advocates so that new residents can fully realize the extent of their efforts to attain citizenship or residency. The ONA leads, supports, and manages a range of programs and initiatives that increase access to legal services, integration, and empowerment for Miami-Dade's immigrant communities, allowing them to thrive and reach their fullest potential so that they may contribute to the Miami-Dade County's growth and prosperity.
9. The **Office of Neighborhood Safety (ONS)** brings together residents, community stakeholders, and County representatives to advance responsive, innovative, and sustainable solutions to public safety and quality of life issues across Miami-Dade County. ONS directly engages with historically disenfranchised neighborhoods to reimagine public safety through a community lens and to deliver community-oriented and led strategies to address gun violence.
10. The **Greater Miami Service Corps (GMSC)** is designed to improve the knowledge, skills and abilities of youth and young adults to assist them in achieving their educational and employment goals.
11. The **Psychology Internship Program** is accredited by the American



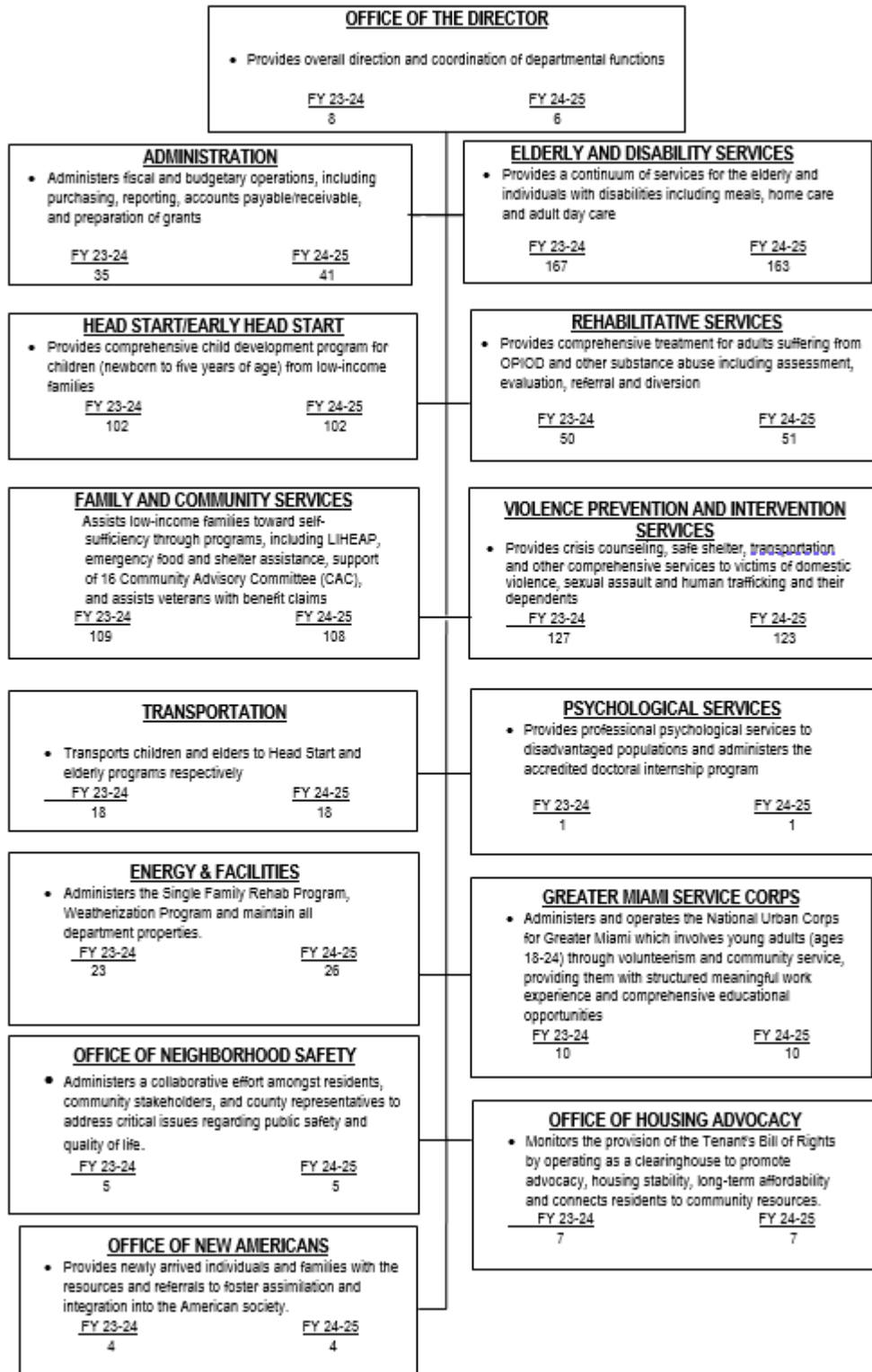
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Psychological Association (APA) Council on Accreditation (COA), the primary accreditor in the United States for education and training in psychology. Doctoral students provide direct mental health services, such as individual, group and family therapy, psychological evaluations and assessments, case management and consultation, to clients participating in select CAHSD programs. The program also encompasses the training of students in psychology, social work, marriage and family counseling and other related social service programs at the undergraduate and graduate level through the provision of clinical work experience required in their formal education program.



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## Our Customers

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. Funding received is primarily used to provide services to low-income and financially disadvantaged residents and/or special populations, such as older adults, persons with disabilities, victims of violence and human trafficking, farmworkers, and children. Customers are determined to be low-income and financially disadvantaged by their status in relation to the federal guidelines including, but not limited to, the U.S. Poverty Guidelines.

The Department has a family development process which consists of a collaboration between qualified low-income and financially disadvantaged families and CAHSD. Targeted families are provided with a family support system designed to identify, reduce, and/or remove social obstacles and promote increased economic independence and self-sufficiency within five (5) years. Support services include but are not limited to individualized assessments and case plan development; client goal identification; skills training and monitoring; and counseling and providing resource and referral services.

CAHSD also 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 (CNA)** - The CNA is required by certain grants/funding sources (Head Start and Community Service Block Grant), and captures unmet community needs, identifies gaps in services and provides a more in-depth knowledge about the diverse communities CAHSD serves. The CNA uses both primary and secondary data, analyzing community survey and discussion group responses along with Census and other demographic and economic data sources.
3. **Department Employee Surveys** - The department recognizes that employees are essential internal stakeholders and has developed anonymous survey processes to further engage employees in the decision-making process. Employee Surveys are used to measure overall employee satisfaction, identify training needs, gauge employees' perception of the department's impact in the community, and provide a meaningful opportunity for employees to share their feedback on how the department can improve its overall response in the meeting the ever-evolving social services needs of





Miami- Dade County residents.

4. **Performance Quality Improvement (PQI) process** - enables the department to formulate objective measures and initiatives specific to the numerous service areas, as well as streamline data collection, reporting and reviewing outcomes, and formulating appropriate corrective action(s). Additionally, PQI training courses are held department-wide to ensure that a "PQI atmosphere" permeates the department's working environment.

***Customers by CAHSD Division:***

1. The **Head Start/Early Head Start Program Head Start/Early Head Start (HS/EHS)** serves children from before birth to 5 years of age and their families by providing services to promote positive social and emotional development and prepare children for academic success. As the largest program in the Southeastern United States, the HS/EHS has created 1,855 jobs in underserved communities, and it provides centers and their staff with guidance and training to ensure best practices and federal guidelines are followed. HS/EHS provides additional support services for children with special needs and their families. With a holistic approach to child development, HS/EHS provides full-day educational programs, child development screening, health and nutrition services, Additionally, the program provides free breakfast, lunch and snacks, parent engagement opportunities and other support services for all enrolled families.
2. The **Family and Community Services Division (FCSD)** identifies and determines the classification of customers as per local, state, and federal mandates and funding. Most of the funding provided to the division is targeted towards providing services to low-income and financially disadvantaged residents. Customers are determined to be low-income and financially disadvantaged by their status in relation to the federal guidelines including, but not limited to, the U.S. Poverty Guidelines that are published annually. The FCSD accomplishes its goals through some of the following:
  - i. **Community Advisory Committees (CACs)**-CACs are designed to empower low-income and financially disadvantaged residents to become involved in the decision- making process of their local government(s). Monthly CAC meetings serve as viable and agile mechanisms for the identification of community issues and concerns. The FCSD encourages residents to participate in the sixteen (16) CACs active throughout Miami- Dade County.
  - ii. **Community Action Agency Board (CAAB)** - The CAAB is a



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diverse board comprised of publicly elected officials, low-income or financially disadvantaged citizens, public persons, and representatives of the private sector. The CAAB evaluates and provides oversight to programs administered by the department by developing and implementing plans or community efforts to reduce poverty and assist low-income and financially disadvantaged individuals.

3. The **Older Adults and Individuals with Disabilities Services Division (OAIDS)** clients, their support network, and other community service providers, are its external customers. Eligible clients include adults who are 60 years of age and older; and young adults with disabilities between 18 to 59 years old. Assistive services provided respond to the most common needs of qualified clients, e.g., information and referral, adequate daily nutrition, personal care, light housekeeping, and socialization.
4. The **Violence Prevention and Intervention Division (VPID)** assists all victims of domestic violence, sexual violence, dating violence, stalking and human trafficking. Through its Training and Educational Committee (TEC), VPID provides educational presentations and other activities in the community to raise awareness of these crimes. VPID has established partnerships with a multitude of intersectional agencies which provide assistance to survivors through the coordinated victims assistance center, a one-stop assistance and intake center for survivors who are in need of legal assistance, immigration assistance, counseling, advocacy employability skills training, emergency financial assistance, and placement in safe emergency or transitional housing, among other coordinated services.
5. The **Rehabilitative Services Division (RSD)** provides services to adults struggling with substance use and co-occurrent disorders. Priority services are offered to pregnant and post-partum women, individuals with history of opioid use disorders as well as justice-involved adults and sentenced offenders. By utilizing community-based services that support person-centered, self-directed care, RSD builds on the strengths and resilience of individuals, families, and communities to achieve improved health, wellness, and quality of life. RSD follows a Recovery-Oriented System of Care (ROSC), a value-driven framework of individualized, clinical and non-clinical strength-based services. ROSC provides people in recovery, their families, and the community access to long-term, solution-focused recovery services which are accessible and inclusive to clients seeking assistance regardless of race, gender, lifestyle, ethnicity, national origin, or religious preference.
6. The **Energy, Transportation and Facilities Division (EFTD)** serves



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low-income and financially disadvantaged families in reducing their energy bills by improving the efficiency and energy performance of their dwellings through home rehabilitation and beautification programs. EFTD also assists existing customers of the Older Adults and Individuals with Disabilities Services Division and Head Start/Early Head Start programs by coordinating transportation services. EFTD has the primary responsibility for ensuring that CAHSD facilities are maintained in a safe, hygienic and welcoming environment for Miami-Dade County residents, employees and visitors, and is responsible for small to medium sized renovation and new construction projects on CAHSD tenanted properties owned and leased. They also serve internal customers through assisting programs in maintaining and obtaining facility licensing and serving as a primary liaison with utility and service providers.

7. The **Office of Housing Advocacy (OHA)** ensures residents such as, landlords, tenants, property management companies, and realtors understand landlord/tenant rights and protections in Miami-Dade County. OHA works closely with community-based organizations, municipalities, building officials, code enforcement agencies, developers, and other county departments to ensure all residents have a centralized place to look for and be connected to housing resources from local, state, and federal governments as well as community initiatives. While all Miami-Dade County residents are served, special consideration is given to economically vulnerable residents such as low-income and financially disadvantaged individuals and families, income-restricted older adults, individuals with disabilities, and those experiencing homelessness.
8. The **Office of New Americans (ONA)** educates and assists the immigrant residents of Miami- Dade County through public awareness campaigns, mass communication, coordination of legal clinics, and community resource fairs. ONA customers include recent arrivals to the County, legal immigrants, and United States citizen residents and family members or friends who are seeking guidance or assistance regarding their individual immigration cases, and or seeking assistance with obtaining social services. Additionally, the ONA assists County departments seeking information or guidance with immigration-related constituent questions.
9. The **Office of Neighborhood Safety (ONS)** works with internal customers including county departments, county leadership, and elected officials, as it leads, manages, and supports the development and implementation of key Mayoral initiatives in violence prevention,



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intervention, and re-entry. ONS customers are residents and communities, specifically those impacted by gun violence including survivors of gun violence, and community stakeholders including community-based organizations, small businesses, grassroots groups, and faith-based organizations seeking to curb gun violence.

10. The **Greater Miami Service Corps (GMSC)** serves at-risk youth ages 16 to 24 years old, in Miami-Dade County through comprehensive services aimed at breaking the cycle of poverty among young people and provides intervention and reentry services for justice involved youth. GMSC also partners with local partners through providing service-learning activities for youth that improve their local community.
11. The **Psychological Internship Program** provides current CAHSD clients participating across several divisions with psychological evaluations and therapeutic interventions and sessions. The program also serves internal customers comprised of interns and practicum students looking to complete required practice hours or gain experience to enter the field of health service psychology or social work.

### **Strategic Alignment, 4E, and Thrive305 Summary**

#### **ED1-3: Expand business job training opportunities aligned with the needs of the local economy.**

CAHSD provides services aimed at increasing job training opportunities reflective of community needs, including:

- The Family and Community Services Division (FCSC) provides workforce development for low- income individuals. Residents are provided with engagement opportunities that aim 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 and retention services. Specialized career development and placement services are also available to migrant and farmworker populations through the department's Farmworker Career Development Program.
- The Greater Miami Service Corps (GMSC) provides out-of-school youth and young adults with the skills and resources needed to obtain educational and employment opportunities. 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.

**ED3-1: Foster stable homeownership to promote personal and economic security.**

CAHSD provides the following programs to foster stable homeownership:

- The Energy, Facilities and Transportation Division (EFTD) offers a suite of comprehensive energy conservation-oriented and home rehabilitation programs to low to moderate-income Miami-Dade County residents and homeowners. Programs available to qualified clients include weatherization assistance to storm harden their homes and provide energy efficiencies to reduce the financial burden of utility costs. The Home Rehabilitation program provides low- and moderate-income homeowners with funding to improve the physical condition of their home. The primary goal of rehab assistance programs is to enable income-eligible homeowners to make critical repairs to improve the safety and health of their living environment.
- The Family and Community Services Division (FCSD) provides crisis intervention and prevention services, such as utility bill payment and rent or mortgage assistance to prevent utility disconnection and eviction.
- The Office of Housing Advocacy (OHA) connects homeowners, landlords and property owners to County services, such as, mortgage, naturally occurring affordable housing (NOAH), and condo assessment assistance as well as, weatherization resources.

**HS1-1: Reduce homelessness throughout Miami-Dade County.**

CAHSD's Family and Community Services Division (FCSD) provides the following programs aimed at reducing homelessness.

- The Emergency Food and Shelter Program (EFSP) helps qualified clients experiencing a one-time crisis situation which interrupts their ability to pay rent/mortgage, utility bills and/or secure food.



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- In addition, the Rehabilitative Services Division (RSD) reduces homelessness and supports customer's self-sufficiency by providing community re-entry programs for inmates and residential treatment to adults who are homeless or at risk for homelessness.
- The Office of Housing Advocacy (OHA) advocates and coordinates housing advocacy and eviction diversion referrals with Homeless Trust partners, municipal building, code enforcement officials and legal partners as a homelessness prevention and diversion measure.

### **HS1-2: Assist residents at risk of being hungry.**

CAHSD assists residents at risk of being hungry by providing meals to clients participating in the following:

- The Head Start/Early Head Start program (HS/EHS) 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 (FCSD) provides food vouchers to qualified families, coordinates food distributions, and provides direct distribution services of food at food pantries located at the department's twelve (12) No Wrong Door Community Resource Centers (CRCs) and Kiosk at the Miami-Dade County Government Center. The CRCs also provide computer access, and all CRC staff are trained by the Florida Department of Children and Families (DCF) to assist interested individuals in applying to the Supplemental Nutrition Assistance Program (SNAP). The division further ensures that children participating in the out-of-school and summer programs receive a nutritious snack.
- Older Adults and Individuals with Disabilities Services Division (OAIDS) 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 nutrition-related health issues. Additional evening and weekend meals are also available for those seniors who are identified as being "high-risk" for malnutrition. In addition to meal provision, the OAIDS offers nutrition counseling and education services, recreational activities and socialization opportunities for qualified seniors.
- New Direction residential program provides nutritionally balanced meals to clients receiving treatment for substance use disorders.
- Summer Food Service Program provides free balanced meals to children





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during the summer months through partnerships with more than 100 childcare centers, churches and non-profit organizations. Meals are provided through the United States Department of Agriculture (USDA) Summer Meals program.

- The Violence Prevention and Intervention Division (VPID) provides meals to victims of domestic violence and their dependents seeking safety in three County-owned emergency shelters.
- The Office of Neighborhood Safety (ONS) provides microgrants to support various initiatives to combat factors that drive community violence such as food insecurity through its Safe in the 305 program.

### **HS1-3: Promote the independence and wellbeing of the elderly.**

- Through the Older Adults and Individuals with Disabilities Services Division (OAIDS), CAHSD provides an array of services designed to promote the independence and wellbeing of older adults and prevent institutionalization by supporting residents to stay in their home and community such as:
  - Comprehensive in-home care services to homebound seniors, including assistance with eating, dressing, bathing, housekeeping and chores.
  - Socialization and volunteering opportunities for seniors and adults with disabilities is made available to clients through CAHSD's Adult Day Centers, Senior Centers, the Disability Services and Independent Living Center, and Congregate Meal Sites. Participants in these programs receive assistance with daily living activities, nutritious breakfasts and lunches, transportation, engagement with other seniors and caregivers, self-care training activities, and health interventions and education sessions and presentations.
  - Comprehensive Case management services and annual assessments to ensure that all seniors and adults with disabilities have access to a continuum of support services.
  - Additional services include emergency preparedness and response, respite care to seniors to reduce isolation and support personal caregivers, companionship for frail and homebound seniors, mental health counseling, and round-trip transportation to program sites, grocery stores and field trips.





- The Office of Housing Advocacy (OHA) advocates and connects older adult residents to community services resources that build individual capacity and foster neighboring relationships.

#### **HS1-4 Improve access to abuse prevention, intervention and support services**

- The Rehabilitative Services Division (RSD) provides assessment and comprehensive treatment to individuals who are struggling with substance use and co-occurring disorders. Central Intake serves as an entry point for residents of Miami-Dade County seeking treatment. Residential and outpatient care enables customers, including the uninsured and underinsured, to access a wide array of services, including individual, group and family therapy, medical and psychiatric care and psychological services. The Medication Assisted Treatment (MAT) and Narcan distribution help to provide integrated approach for opioid use disorders. Other supportive services such as employability training, life skills training and peer services are also available.

#### **HS1-5: Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families**

- The Violence Prevention and Intervention Division (VPID) leads initiatives aimed at abuse prevention, and services to intervene and support victims of domestic and dating violence, sexual assault, stalking, and human trafficking, and their dependents through the following programs:
  - Provides access to coordinated services for victims of domestic violence, sexual assault, dating violence and human trafficking, and their dependents. The division collaborates with public and private entities co-located at the CAHSD Coordinated Victims Assistance Center (CVAC) to offer comprehensive services, including outreach, counseling, injunctions for protection and advocacy. Emergency and transitional housing with supportive services is also available to survivors fleeing violent situations. Other supportive services include immigration and legal assistance, transportation, employment services, food, and clothing.



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- Through its Training and Educational Committee (TEC), continuously seeks to engage with the public to increase overall public awareness of domestic and dating violence, sexual assault, stalking, and human trafficking in Miami-Dade County and adjacent communities. This is achieved through the hosting of educational workshops and presentations that include County employees, subject matter experts, and law enforcement that are meant to inform interested stakeholders, at-risk individuals, or targeted populations of the incidence and nature of the crimes and the resources available to survivors and their dependents.
  - Providing units of food to victims of violence and their dependents at and through the division's residential and non-residential programs assists in promoting higher levels of economic self-sufficiency and improving the well-being of affected individuals in addition to generating local economic revenue through the contracting of service provision to local businesses and related entities.
  - Rapid Rehousing to the victims of violence through the Victims Housing Assistance Program (VHAP).
- The Office of Housing Advocacy (OHA) connects victims of violence residents to sheltering and counseling resources and rental, relocation, and utility assistance.
  - The Office of Neighborhood Safety (ONS) through the Miami-Dade County Community Violence Intervention Initiative and the Peace & Prosperity Plan administers the investment of funds to various County departments and community-based organizations to lead efforts that support the various needs of individuals (household member, relative, neighbor, member of the community) that are directly or indirectly impacted by gun violence.

### **HS2-1: Provide the necessary support services for vulnerable residents and special populations.**

The department has multiple service access points, the majority being centrally located in the heart of Miami-Dade County's most impoverished communities. The formation of strategic partnerships with public and private partners results in connecting ever-more vulnerable residents or special populations to the resources they may need and assists in expanding the quantity of services provided at CAHSD or other County



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locations. The entirety of the department seeks to support these vulnerable residents and special populations and provides significant avenues for them to move from poverty to increased levels of economic self-sufficiency. These special populations may include, but are not limited to: low-income individuals and families; unemployed or underemployed adults; at-risk or out-of-school youth; migrant farmworkers; seniors; persons with disabilities; victims of domestic or dating violence, sexual assault, stalking, human trafficking and gun violence; U.S. veterans; and Miami-Dade County residents and visitors struggling with substance use and co-occurring disorders.

- CAHSD assists qualified residents with becoming more self-sufficient through the direct provision of support services, including education, employment, financial literacy, and housing assistance across core programs. These services are designed to identify, remove and/or reduce barriers to increased economic success and promote economic independence.

### **HS2-2: Support families and promote positive educational and developmental outcomes in children.**

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

- Comprehensive child development and family support services for more than 7,500 children, birth to age five, and their families through a fully delegated model and 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.



#### **HS2-4: Foster healthy living and access to vital health services.**

CAHSD seeks to foster healthy living and access to vital health services for the community and disadvantaged populations through the following services:

- Adult Day Care services are provided at four (4) locations and offer nutritional meals, medication management, blood pressure and glucose monitoring, peer socialization and psychological services.
- The Older Adults and Individuals with Disabilities Services Division's (OAIDS) Home Care Program provides services to older adults and young adults with disabilities that foster independence, wellbeing, cognitive stimulation, and improved dignity.
- The Older Adults and Individuals with Disabilities Services Division's (OAIDS) Senior Meals program provides nutritionally balanced meals to clients who are at risk of malnutrition, in their home or at one of the Division's congregate meal sites. Nutritional education and counseling are also provided.
- Psychological Services provides assessment and clinical interventions aimed to enhance the emotional and physical well-being of clients. Interventions are also provided to caregivers (i.e., consultation; training) to provide support to families of clients served.
- The Rehabilitative Services Division (RSD) provides comprehensive and integrated services to adults suffering from substance use disorders. Evidence-based individual, group and family counseling are offered to program participants on an outpatient basis as well as in a residential setting. Medical and psychiatric services are available to uninsured and underinsured program participants at the New Direction residential treatment program. Additionally, links to community resources are established based on the client needs assessment and to foster a healthy lifestyle.

#### **PS1-1- Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures.**

The Office of Neighborhood Safety provides oversight for various public safety initiatives, including:

- Miami-Dade County Community Violence Intervention Initiative which



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dedicated \$1,675,000 to fund community-led second chance services such as restorative justice, educational and vocational programming, family unification, and rights restoration to name a few.

- Miami-Dade County's Peace & Prosperity Plan
  - Administers the Safe in the 305 microgrant program and scholarship program, among other county-wide initiatives and events.

### **4Es. and Thrive305 Highlights:**

#### **Equity**

CAHSD strives to deliver services to all Miami-Dade County residents in an equitable manner. Through the No Wrong Door initiative, the Department ensures that any resident contacting the department receives the information requested regarding available programs and works with community partners to ensure residents are referred to agencies that are able to assist them with their concerns.

#### **Economy**

While CAHSD offers emergency economic assistance through utility/bill assistance and rental/mortgage assistance, the majority of programming focuses on fostering the economic self-dependency of residents, including job development, skills development and education support through scholarships and youth programming. Many of our grant-supported programs foster economic development by investing in small businesses such as childcare centers and generating job creation. Through the Head Start/Early Head Start program and Older Adults and Individuals with Disabilities Division, individuals are able to continue participating in the workforce knowing their children or older family members are receiving quality care.

#### **Environment**

CAHSD provides community development programs through the Energy, Facilities and Transportation Division. These services increase community awareness of the importance of energy and water conservation and increase the value of homes and communities by reducing greenhouse gas emissions and improving the quality of life of homeowners, by addressing health and safety issues.

#### **Engagement**

As a Community Action Agency, CAHSD encourages community participation through the Community Action Committees and Board. Head Start/Early Head Start also fosters parent participation through their parent members on the Policy Council. The Office of Neighborhood Safety, Office of Housing Advocacy, and Office of New Americans also provide advocacy regarding their respective focus areas and encourage participation from target populations,



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community organizations, and other relevant stakeholders through county-wide events and trainings. Additionally, CAHSD provides administrative support to several county-wide boards and special commissions including: Mayor’s Children Commission; Community Action Agency Board; 16 Community Advisory Committees; Addiction Services Board and the Domestic Violence Oversight Board.

**Strategic Alignment, 4E, and Thrive305 Summary (continued)**

Key Performance Indicators	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
<b>ED1-3: Expand business and job training opportunities aligned with the needs of the local economy</b>		
Number of residents that participated in on-the-job training, educational, and certification programs through Family and Community Services	Economy	
Number of residents who secured employment as a result of CAHSD efforts	Economy	
Number of farmworkers and migrants who retained employment for ninety days through Family and Community Services efforts	Economy	
<b>ED3-1: Foster stable homeownership to promote personal and economic security</b>		
Number of instances financial assistance for rent/mortgage or utilities payments were provided to income-eligible residents	Equity, Economy	
Number of services provided to homeowners to improve home safety and quality of life in their homes.	Equity, Economy	3.2
<b>HS1-1: Reduce homelessness throughout Miami-Dade County</b>		
Number of referrals made to partner agencies through the Office for Housing Advocacy	Equity	11.1
<b>HS1-2: Assist residents at risk of being hungry</b>		
Number of food units and vouchers provided to seniors, children and eligible residents participating in ongoing CAHSD programs	Equity	
<b>HS1-3: Promote the independence and wellbeing of the elderly</b>		
Number of seniors/adults with disabilities served through congregate day programs	Equity, Engagement	
Number of homebound seniors/adults with disabilities provided with home care services	Equity	
Number of one-way trips provided to eligible residents	Equity	
<b>HS1-4: Improve access to substance abuse prevention, intervention and support services</b>		
Number of admissions to community-based residential substance abuse treatment services	Equity	



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<b>HS1-5: Provide services to survivors of domestic violence, intimate partner violence, and human trafficking, as well as to other victims of crime and their families</b>		
Victims of crime (Domestic Violence; Sexual Assault; Human Trafficking) provided with advocacy services residing in residential housing	Equity	
Victims of crime (Domestic Violence; Sexual Assault; Human Trafficking) provided with advocacy services through outreach programs	Equity	
Number of residents accessing Coordinated Services at a Non-residential Center	Equity	1.2, 11.1
Number of residents who were provided with Direct Relief assistance	Equity	
Number of residents that received services at Inn Transition Locations	Equity	
Number of residents that received services at emergency shelters	Equity	
<b>HS2-1: Provide the necessary support services for vulnerable residents and special populations</b>		
Number of visits by residents accessing services at neighborhood-based Community Resource Centers	Equity, Engagement	
Number of assistance requests addressed by the Office of New Americans	Equity, Engagement	11.1
Number of therapy sessions facilitated for CAHSD program participants.	Equity	
Number of psychological intakes, assessments and evaluations conducted for CAHSD program participants	Equity	
Number of substance use assessments completed by Community Services Central Intake	Equity	
Number of students granted college scholarships through the Office of Neighborhood Safety	Equity	
Number of Veterans and/or their dependents assisted by Veteran Services	Equity	
<b>HS2-2: Support families and promote positive educational and developmental outcomes in children</b>		
Number of volunteer hours provided by Head Start and Early Head Start parents/caregivers	Equity, Engagement	
Number of children ages 0-3 enrolled in Early Head Start	Equity	
Number of children ages 3-5 enrolled in Head Start	Equity	
<b>HS2-4: Foster healthy living and ensure access to vital health services</b>		
Number of nutritional counseling sessions provided through Older Adults and Individuals with Disabilities Services	Equity	
Number of nutritional counseling sessions provided through Head Start/Early Head Start	Equity	
<b>PS1-1: Reduce gun violence and other crimes by advancing equitable public and neighborhood safety measures</b>		
Number of individuals reached at community events hosted and/or attended by Office of Neighborhood Safety staff	Engagement	4.4





## **KEY ISSUES**

1. Non-competitive salaries for positions involved in the direct provision of services significantly increases the difficulty of recruiting and maintaining personnel and discourages qualified applicants who may be able to receive equivalent or increased compensation in similar roles outside of the Miami-Dade County government. Resulting personnel shortages can negatively impact the department if it exceeds or fails to meet staffing guidelines determined by various funding avenues.
2. Reliance on a temporary workforce to deliver long-term services.
3. The department heavily relies on funds from the federal, state, and local governments to enact service and program provision. Seeking additional grant funding from private foundations and independent donors to support current and developing programs is essential to the sustainability of the department and for its ability to meet the growing needs of Miami Dade County.
  - a. The Older Adults and Individuals with Disabilities Services Division has a waitlist for services which currently exceeds 7,500 residents. The housing shortage and affordability crisis exacerbates the need for emergency assistance including rental and utility assistance.
4. Conducting a scheduled assessment of residents' needs to ensure CAHSD remains responsive to said needs and pursues funding to support such services.
5. The current procurement authorization process for goods and services essential to serving qualified clients is unnecessarily lengthy due to the nature of many of such requests going through the County's legislative process. A streamlined process within said legislative process, or another solution external to it, will prove beneficial for Miami-Dade County residents and visitors as service provision is made increasingly stable and insulated from interruptions outside the service provider's control.
6. The Office of New Americans (ONA) is informed by weekly updates from US Customs and Border Patrol of the ebb and flow of authorized and unauthorized immigration patterns into Miami-Dade County, which has impacts on the office and how it is able to handle and support immigrant residents who seek to make a life in Miami-Dade County.



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7. The Office of Housing Advocacy (OHA) continues to experience an increased demand for assistance each month. OHA continues to search for new resources to bridge the gap or replace those temporary resources residents remain reliant on as long-term solutions.
8. Remaining responsive to special initiatives, including assignments under the County's Thrive305 plan.
9. Expanding the mental health infrastructure to meet the needs of the community.

## PRIORITY INITIATIVES

1. Review of position classifications
  - a. Increasing the competitiveness of salaries will further improve employee recruitment and retention efforts.
2. Review of temporary staff and prioritization of full-time positions within recruitment efforts
  - a. Transitioning staff support to full-time positions will serve to improve program efficiency, meet internal standards, and implement cost-effective best practices.
3. Continue to pursue funding opportunities through federal, state and local dollars to address service needs of the community and service-delivery resources.
  - a. Developing and implementing a comprehensive marketing plan. The purpose of a comprehensive plan will be two-fold. First, it will allow Miami-Dade County residents and visitors to be better aware of the resources and opportunities available to them through CAHSD. Second, it will allow CAHSD to better position the department for collaboration and partnership opportunities, including when pursuing funding opportunities.
4. Conduct the 2024 Community Needs Assessment
  - a. Identify Community needs and analyze key community data to support need for services across Miami-Dade County.
5. Implementing the INFORMS procurement system for internal processing of requests, including training of staff on application use.



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6. Developing an integration program for The Office of New Americans (ONA)
  - a. Program that welcomes and assists new arrivals and existing constituents and provides guidance and information that will help them integrate, assimilate, and realize their fullest social and economic potential.
  
7. Development of an exclusive OHA curriculum
  - a. Includes series of landlord and tenant rights training sessions countywide, as an expansion of the services OHA can deliver to the community.
  
8. Development and pilot of a No Wrong Door Kiosk
  - a. Thrive305 Action 1.1
  
9. Finalizing the physical environment and developing operational plan for the Miami Center for Mental Health and Recovery, Miami-Dade County's mental health facility with 160-bed capacity.

## FUTURE OUTLOOK

There remains a continued need for innovative social services in Miami-Dade County that are responsive to shifting micro- and macro-socioeconomic trends. Poverty remains a critical issue with many residents living below the poverty level, of which children and seniors are experiencing the highest rates thereof. Factors that contribute to or exacerbate these levels of poverty include, but are not limited to, low educational attainment levels across Miami-Dade County, elevated unemployment amongst low-income residents, and compounding inflationary pressures on income-restricted families and individuals due to increased costs of basic goods and necessities. Additionally, county-wide increases in rental prices that, when combined with the low supply of affordable and workforce housing, are leading Miami-Dade County to have a local cost-of-living that is difficult, if not impossible, for a significant number of residents to meet. These factors also can be seen as contributory to rising crime levels which lower the quality of life for residents and can result in downstream impacts to vital economic sectors such as tourism and recreation. The impacts of these factors and situations can also be seen manifesting as widespread behavioral and physical health issues across all the communities that CAHSD serves.



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The need for mental health and behavioral health services is increasing rapidly at a local level. The current wait time to access residential treatment services, or their equivalent, averages four (4) weeks, a timeframe that would be perceived as unacceptable for any individuals who are experiencing, or whose dependents are experiencing, a mental health-related event or incident determined significant enough that they seek assistance. Currently available mental health infrastructure for residential services, such as CAHSD's New Direction residential treatment facility with a 109-bed capacity, simply does not meet the current and potential needs of Miami-Dade County. New or increased funding or assistance is needed to expand existing service provision infrastructure and programs to meet ever-evolving community needs.

Like the trend with mental and behavioral health services, there is also a rapidly increasing need for expanding and strengthening the service provision infrastructure for seniors and individuals with disabilities across our community. The 2020 U.S. Census data indicated that there are over 624,800 older adult residents in Miami-Dade County, of which 120,349 were identified as living alone. Additionally, the 2017 County Profile published by the Florida Department of Elder Affairs identified Miami-Dade County as having one of the largest concentrations of low-income minority older adults. Per the same profile, a total of 172,170 older adults are living below the 125th percentile of the poverty guidelines. These statistics provide a clear indicator that low-income and vulnerable older adults in Miami-Dade County will need continued, if not increased, basic support services as they continue aging and as the total number of older adults in our community increases. Additionally, there were over seven thousand (7,000) older adults and adults with disabilities waiting to receive home and community-based services at the end of 2023, and the wait list only continues to increase. New or increased funding or assistance is also needed to expand existing service provision infrastructure and programs to meet ever-evolving community needs.

Beyond commonly experienced or witnessed health impacts, the pandemic has produced immediate and long-term economic and social shocks that further exacerbate the challenges that Miami-Dade County households experience, the strongest impact ultimately felt by the most vulnerable residents. Social services are often preventative in nature and work to alleviate the social and economic costs of more reactive services or solutions. Additional measures and initiatives need to be developed and implemented to help build increasingly sustainable communities, which would improve the impacts on the



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health and success of our most impoverished communities, and therefore better the resilience of Miami-Dade County.

The ebb and flow of authorized and unauthorized immigration into Miami-Dade County further exacerbates the needs of the many communities comprising the County. This situation is compounded with the continued lack of comprehensive federal immigration reform and it being unknown whether the federal government will provide increased funding to address application backlogs and the humanitarian needs of those individuals who are being processed by immigration authorities and released into our community. There is also an unaddressed economic uncertainty for families seeking to assist immigrant relatives through federal sponsorship programs and initiatives. The capacity and ability of community organizations to respond to increased migration into Miami-Dade County and changes to temporary protected status, parole and other forms of immigration relief rolled out by the federal government at any given time without notice is lacking. When bundled with the inflationary pressures, affordability crisis, and housing shortage in Miami-Dade County, it makes it extremely difficult to plan for the future.

The department will continue to research and implement evidence-based practices within all program areas and advocate for legislation, funding and programs that support economic development, growth for early childhood education and development programs, and housing stability. Even in the current environment in which demand greatly outweighs available resources, local community residents fully expect the government to respond to their needs. Further developing strategic partnerships with social service providers, governmental and quasi-governmental entities, the faith-based community, civic and community advocates, and funders throughout the County will prove necessary to meet the basic needs of residents. Partnerships, particularly those that increase services provided within CAHSD sites, can alleviate programmatic budget constraints, and increase the capacity of the department to provide services in a responsive manner based on the needs of our diverse communities. These initiatives are essential as the department strives to positively impact and improve the lives of the most vulnerable in Miami-Dade County, even more so with the increased challenges brought on by the pandemic, such as, the growing housing shortage and affordability crisis that we now all face.

This is a difficult task in it of itself and made prohibitively more difficult when there are not enough qualified personnel to develop and then implement these prospective measures and initiatives. Across CAHSD's portfolio of services and programs, the immediate and long-term economic shocks of the pandemic



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to the regional job market are evident. Without providing competitive salaries that can meet the increased cost-of-living in Miami-Dade County, CAHSD will continue facing increased personnel shortages and an overall decline in program quality and effectiveness due to a lack of employee retention and recruitment.

CAHSD demonstrated throughout the pandemic what it means to deliver excellence every day and will continue to do so to the best of its ability. It can be expected that the Department will continue to be called upon in responding to large-scale emergency situations that result due to natural disasters or socio-economic events such as unforeseen economic depressions, worsening impacts of the ongoing housing shortage and affordability crisis, or influxes of refugees from Latin America and the Caribbean. To ensure the continuum of social services provided to Miami-Dade County residents, CAHSD must be provided the necessary resources to plan and collaborate with other local and regional social service providers, governmental entities, and the assorted funders on the comprehensive delivery of health and social services throughout Miami-Dade County.

**ATTACHMENT 1**

**BUSINESS PLAN REPORT**

