



COMPREHENSIVE SOCIAL SERVICES MASTER PLAN 2005-2007  
FOR MIAMI-DADE COUNTY

## Building a Livable Community for **ALL**

### ***Implementation Strategies*** October 2006

Alliance For Human Services  
3250 S.W. 3rd Avenue  
Miami, FL 33129  
305.646.7138  
305.646.7135 Fax  
[www.alliance4hs.org](http://www.alliance4hs.org)



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## Introduction to Implementation Strategies

The next step in the Social Services Master Plan (SSMP) process is to identify and expound upon a set of implementation strategies that will guide and support our community in achieving the goals and outcomes established in the SSMP. Following the publication of the Alliance for Human Services' 2005-2007 Social Services Master Plan for Miami-Dade County in November of 2005, work was already underway to continue the planning process and implementation in collaboration with our partners and human services cluster participants, as well as with input from the community at large. This document contains a detailed overview of the three key areas of the implementation strategy: Funding, Public Policy and Strategic Development. All facets and analyses of the process will be reviewed. A special emphasis on how this work is intertwined with neighborhood input will also be examined to see how the effects impact the community at large. The strategic action steps set forth in the SSMP are all important. The development of the implementation strategy gave the community a collaborative process to take another look, add and/or amend, and prioritize those action steps to attain the goals and reach the outcomes set forth in the SSMP. Ultimately the goal of this work is to bring together all Alliance for Human Services (Alliance4HS) partners via the nine Cluster areas, human services funders, the business community and government along with area residents to "Build a Livable Community for ALL" in Miami-Dade County.

Construction of the implementation strategy began with a series of Cluster meetings (27 meetings in total) convening the key stakeholders in the nine areas identified in the SSMP: Basic Needs – Poverty & Hunger, Health, Children Youth & Families, Elders, Children & Adults with Disabilities, Workforce Development for Special Populations, Criminal Justice, Immigrants & New Entrants, Special Needs: Mental Health, Substance Abuse, Homelessness, Victims of Domestic Violence or Sexual Assault. Input from the Miami-Dade community was also sought through a series of 17 Neighborhood meetings held throughout Miami-Dade County between May and July of 2006. This is a comprehensive approach to ensuring that the SSMP be implemented in the most efficient way possible so as to meet as many goals as possible.

Research is ongoing along with the examination of changes via needs assessments and other meetings. In all of this work, now and in the future, the Alliance4HS acknowledges that our collective goals cannot be achieved without the collaboration of everyone in the community. The Alliance4HS, as the community-wide human services planning entity, is the facilitative leader and coordinator. Implementing the SSMP for a livable community involves all sectors of our community – private and public, for profit and not-for-profit, neighborhood-by-neighborhood. It is the hope of the Alliance4HS that our partners and other key decision-makers utilize the SSMP, any subsequent planning materials and other information to make more informed decisions about the direction of social services in this County.

# Implementation Strategy: Funding

## I. Introduction

This category outlines methods used to identify funding sources on a variety of levels including governmental and philanthropic that will help provide financial support to the human services needs of Miami-Dade County residents.

During the third round of 2006 Cluster meetings, the action steps within the SSMP were analyzed, modified if necessary, and ultimately prioritized relative to funding and resources needed. Based on the 2005-2007 Social Services Master Plan, the action steps identified under each of the nine cluster areas were revisited. In all cases, cluster meeting participants were asked to identify no more than three or four funding priorities in total.

Ultimately an updated funding inventory that contains details of current human services funding by all Alliance for Human Services partners will be completed. Funders will utilize this information, in addition to the priorities identified herein, to assist in making their funding decisions with reference to the human services needs and gaps in the community.

## II. Priorities/Patterns

It is important to explain the patterns and concurrent themes that were detected after reviewing the identified priorities. It is interesting to note that many priorities across the Clusters applied to more than one human services area and/or implementation strategy. One might argue that all of the main patterns could be applied across all clusters as well. Examine Chart 1 to see the patterns identified across the clusters.

*Priority: Increase and expand outreach efforts targeting hard-to-reach and underserved populations.*

This was a major discussion point among many of the cluster participants as well as during the Neighborhood meetings. Many are concerned at the lack of efficiency in outreach efforts, and want to ensure that attention is paid not only to the quality of services delivered, but also to the overall awareness of their availability among consumers. The use of culturally competent outreach materials, as well as appropriate information sessions and collaboration among service providers is necessary to ensure the word reaches the public. It is also suggested that, especially in the cases of neighborhood-based service delivery, funding be combined and distributed among partners to get the word out to targeted residents. Getting the schools, after-

school programs and the faith-based community involved will ensure that outreach efforts are comprehensive and available to all. Information and referral agencies should utilize appropriated funding to collaborate with area providers to ensure effective and accurate outreach, maintenance and follow-up.

*Priority: Increase intervention services for at-risk populations.*

This priority was discussed at length in the Criminal Justice and Children, Youth and Families Clusters. The concept also reverberated at various Neighborhood meetings with reference to the at-risk youth population. A suggestion was put forth at one of these meetings to allow for case management to be a component of the after-school programs, especially those working with at-risk populations. The trend recently has been to invest in prevention programs, however there is still much to be done on the intervention side as well.

*Priority: Support for cross-system collaboration and service partnerships at the neighborhood level.*

Service partnership and neighborhood resource center projects currently in place have shown that neighborhood-based service delivery is the most effective and highly specialized way of targeting a population. This concept was raised at all cluster meetings and was suggested at many neighborhood meetings. It inherently offers a comprehensive approach to service delivery and it can be applied in all cluster areas facilitating an atmosphere of collaboration and cooperation among service providers. Funding streams can be targeted to service a specific neighborhood, or perhaps a population, with the ultimate goal of ensuring quality service delivery. Agencies collaborate on a variety of issues that mutually affect the populations with which they work, and devise a plan of action. Funding resources are identified and applied for on behalf of the partnership, typically with a “lead agency” (one of the partners) serving as fiscal agent and lead facilitator.

*Priority: Increase funding base for educational programs and best practice models for hard-to-serve youth.*

This priority is logical given the continued focus on funding programs that have youth as the core target group. The above-described service partnership concept works nicely when servicing this population. More attention should be paid to increasing these funding streams to continue current programming, as well as encourage and provide technical assistance for emerging programs and projects. Consideration should be given to the number of children and family programs that target the disabled population, however more attention should be directed to building up programs with adults as the focus.

*Priority: Increase affordable housing to align with average earnings of low-income families, elders and other vulnerable populations.*

At every meeting, the discussion turned to the lack of affordable housing in Miami-Dade County. The need for decent, safe, sanitary and now affordable shelter has become the hallmark in our community. Without this, the delivery of human services will not succeed in minimizing the vulnerability of most people.

*Priority: Increase access to legal services.*

This priority needs to be explained further because as it's currently stated, it does not truly apply to the populations that are in need. The high costs associated with legal services are known to all, but access to affordable or free legal services is a key issue when dealing with vulnerable populations (i.e. immigrants, ex-offenders, low-income families, elders, and the special needs population.) It has become increasingly difficult in recent years for non-profit legal agencies to service as many clients as they have due to the lack of sufficient funding to forward these cases. With the limited funding available, attorneys in these agencies are unable to meet the need of the clients trying to access their services. This is an issue not easily remedied, but more attention and creativity are necessary to examine possible solutions.

### Chart 1: Funding Priorities Patterns

Priorities Identified	BN	CAD	CJ	CYF	E	H	INE	WDSP	SN
Increase and expand outreach efforts targeting hard-to-reach populations.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Increase intervention services for at-risk populations.		✓	✓	✓			✓	✓	✓
Support for cross-system collaboration and service partnerships at the neighborhood level.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Increase funding base for educational programs and best practice models for hard-to-serve youth.			✓	✓			✓	✓	
Increase affordable housing to align with average earnings of low-income families, elders, and other populations.	✓	✓	✓	✓	✓				✓
Increase access to legal services.	✓		✓				✓		

*Key to terms:*

- BN = Basic Needs
- CAD = Children and Adults with Disabilities
- CJ = Criminal Justice
- CYF = Children Youth and Families
- E = Elders
- H = Health
- SN = Special Needs
- INE = Immigrants and New Entrants
- WDSP = Workforce Development for Special Populations



# Implementation Strategy: Public Policy

## I. Introduction

This implementation strategy addresses the issues and actions of public interest and concern as a Cluster or an individual provider, organization or resident. It also addresses the need to advocate for legislative response or public action in order to ensure that Miami-Dade County is a “Livable Community for ALL.”

The Legislative and Policy Committee of the Alliance for Human Services, which meets monthly, has developed a Legislative Matrix. The matrix is organized per Cluster area, and details the various advocacy initiatives in place for Miami-Dade County, as well as what is being done to place these issues on the public policy agenda elsewhere. Cluster participants are encouraged to participate in this committee and share their thoughts from their specific services areas. The Cluster meetings as well as the meetings of the Legislative and Policy Committee will work to further shape the future of advocacy efforts and support important initiatives in this area.

The Public Policy action steps identified in the SSMP for each of the nine Cluster areas were revisited during the third round of meetings. Participants present at these meetings were asked to review those action steps in the SSMP, modify or add to the existing ones, and ultimately prioritize them. In all cases, Clusters were asked to identify no more than three or four public policy priorities in total.

The next steps are to provide statistical information and cost associated with public policy issues and related activities, as well as to identify supporters (i.e. groups, associations, coalitions, politicians, etc.) to help move the public policy issues identified within the Clusters.

## II. Priorities/Patterns

The following patterns and concurrent themes were detected after reviewing all identified funding policies. Many priorities identified by the individual Clusters applied to more than one human services area and/or implementation strategy. One might argue that the main patterns could be applied across all Clusters as well. Examine Chart 2 to see the patterns identified across the Clusters in the area of Public Policy.

*Priority: Advocate for increased public benefits to cover the basic needs of Miami-Dade County residents, at or below poverty level, regardless of immigration status.*

This priority was originally identified among the Basic Needs Cluster participants, but it was soon realized that it is important among all Cluster areas. It is apparent that government, at local, state and federal levels, must recognize the necessity to cover basic needs. The high costs of food and clothing can be felt everywhere, and together with the high state sales tax, it is becoming increasingly more difficult for families to get by. Government-sponsored events similar to the “tax-free holidays” are a start, but more attention needs to be paid to this issue in creating opportunities for savings. The need to better equip and educate people on disaster preparedness is also an important part of this area.

*Priority: Coordinate a community-wide legislative and education campaign to highlight the need for increased funding for services for adults with disabilities.*

It was made quite clear during many Cluster meetings, namely in Children and Adults with Disabilities, that there is a need to improve existing programs and create new ones to assist this population.

*Priority: Improve funding to support various housing initiatives, and expand housing and services infrastructure (i.e. preservation of Sadowski funding, removing of the “cap” on the State of Florida Housing Trust Fund and the 30/30 campaign.)*

This priority was put forth and discussed at the Special Needs Cluster meeting, and the need among many other Clusters for improvement increased in this area as well. Recently, the Florida Governor proposed to place a permanent cap of documentary stamp revenues to the Housing Trust Funds, which was later approved in the House and approved in the Senate with an amendment. The amendment increased the cap slightly, delayed the implementation of it until July 2007, and included a modest annual increase related to increased documentary stamp collections which would compensate for population growth and cost of housing. Although this amendment makes for slight increases in the funds, it is still necessary to remove the cap entirely as well as dedicate the full 20 cents of documentary stamps to the Housing Trust Funds appropriated each year. The 30/30 targeting campaign seeks to increase affordable housing units available for persons most at risk of homelessness, and also increases the percentage of housing units in multi-family rental housing projects set aside for extremely low income persons. The request at the state level is to direct the Florida Housing Finance Corporation to ensure 30% of rental housing units financed through FHFC be targeted to persons at or below 30% of median income.

*Priority: Identify and support crime prevention and intervention programs for pre-adolescent and adolescent offenders, as well as advocate for improved services for children in, or transitioning out of, foster care, juvenile justice system and homelessness.*

In many of the Clusters, namely in Criminal Justice, the need to highlight the issues of youth violence and crime is essential. Many who work at the neighborhood and grass-roots levels recognize that prevention programs work well, but there still remains a tremendous need to implement intervention programs. Youth transitioning out of foster care or the juvenile justice system, for example, are faced with much adversity across a variety of social service areas, and there should be programming reflective of that need. Task forces at governmental levels formed to aid in providing solutions to these problems would be helpful, as well as continued meetings of advocacy groups and area agencies working toward this goal. It is key to convene stakeholders in this area, and all others, to prevent duplication and be united on the same front.

*Priority: Increase cross-system collaboration and training and provide comprehensive case management.*

This priority was discussed at the majority of Cluster meetings in the sense that a community-wide committed group of partners, residents and other key-stakeholders is the way to best meet the needs of this area. It has been evidenced by the implementation of the Alliance4HS' six Neighborhood Resource Networks as well as with service partnership programs funded by The Children's Trust. In the healthcare field, the use of free clinics providing primary healthcare to the uninsured and underinsured, regardless of immigration status, is assisting a large number of the population as well as alleviating the burden on emergency room services.

*Priority: Educate immigrants, new entrants and community regarding social services.*

It was evident at a variety of both Cluster and Neighborhood meetings the need to improve outreach efforts regarding the availability of social services through Miami-Dade County. Many residents feel as though their needs are not being met, when, in reality, it is a lack of knowledge of what is around them that impedes them from receiving these important services. Many within the service provider community understand this need, and encourage the decision-makers to take this into consideration when proposing health and human service legislation.

*Priority: Engage business and trade communities in educating employers on hiring "hard-to-serve" job seekers.*

Given the difficult job market in this area, especially for those living at or below the poverty level with limited job skills, it has become increasingly important to engage area employers in the process. It is necessary to educate them on the skills of current job-seekers, and how they may be able to supplement the workforce development programs already in existence. This is especially important to the Criminal Justice, Immigrants and New Entrants and Workforce Development for Special Populations Clusters.

*Priority: Develop and promote strategies that increase access to medical care and prescription drugs for the uninsured and underinsured (i.e. Medicaid reform, Kidcare, etc.)*

In many of the Cluster and Neighborhood Meetings, the topic of health-related issues took center-stage. Health, as it relates to all Miami-Dade County residents, both documented and undocumented, affects everyone, and never has the cost of healthcare been so high. With the outreach and retention issues with Kidcare recently as well as the difficulties associated with Medicaid, the need for healthcare reform is evident.

## Chart 2: Public Policy Priorities Patterns

Priorities Identified	<i>BN</i>	<i>CAD</i>	<i>CJ</i>	<i>CYF</i>	<i>E</i>	<i>H</i>	<i>INE</i>	<i>WDSP</i>	<i>SN</i>
Advocate for increased public benefits to cover the basic needs of County residents regardless of immigration status at or below poverty level.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Coordinate a community-wide legislative and education campaign to highlight the need for increased services for adults with disabilities.	✓	✓			✓	✓		✓	✓
Improve funding to support various housing initiatives, and expand housing and services infrastructure (i.e. preservation of Sadowski funds and 30/30 campaign.)		✓	✓	✓	✓		✓		
Identify and support crime prevention and intervention programs for pre-adolescent and adolescent offenders, as well as advocate for improved services for children in, or transitioning out of, foster care, juvenile justice system and homelessness.		✓	✓	✓					✓
Increase cross-system collaboration and training, and provide a comprehensive case management.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Educate immigrants, new entrants and the community regarding social services.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Engage business and trade communities in educating employers on hiring hard-to-serve job seekers.		✓	✓		✓		✓	✓	✓
Develop and promote strategies that increase access to medical care and prescription drugs for the uninsured and underinsured (i.e. Medicaid reform, Kidcare, etc.)		✓		✓	✓	✓	✓		✓

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# Implementation Strategy: Strategic Development

## I. *Introduction*

Strategic Development is one of the most important components of the implementation strategies. By definition, Strategic Development deals with the information, data, training and/or technical assistance that Cluster representatives and individuals (as providers, organizations and residents) need in order to implement action plans that address the goals and outcomes of the SSMP. It is also a way to position an organization strategically in determining its goals and strategies. Strategic Development utilizes tools and techniques that help inform, design and guide various entities including community based organizations, government agencies and funding entities among others. This process also seeks to inform an entity's program planning, its targeted customers/clients, its competitors and/or collaborators and any other resources or opportunities that will help them to ultimately meet its goals. The Alliance4HS will assist organizations and agencies in their individual strategic planning efforts to identify the human services needs and gaps which can be addressed within the entity's mission and capacity. Re-aligning missions and increasing organizational capacity may be necessary to carry out functions that will improve the quality of life for all.

The prioritization of Strategic Development action steps was the first order of business during the first round of Cluster meetings in 2006. This prioritization serves as a framework for how Alliance4HS stakeholders can work to achieve the goals of the SSMP. The original action steps established in the SSMP were analyzed, modified and eventually organized into this category and then prioritized to meet the goals.

The next steps will be to coordinate the process to acquire the needed technical assistance as well as to create and implement an evaluation of the technical assistance provided and how it will be used. In essence, the priorities laid out in this area will guide and direct the implementation of both the Public Policy and Funding portions of the implementation strategy.

## II. *Priorities/Patterns*

The following set of patterns and concurrent themes were detected after reviewing the identified priorities. The most important thing to keep in mind is that Strategic Development priorities affect the Clusters across the board and is an all-encompassing approach. Unlike the priorities identified in Public Policy and Funding, all of the action steps within Strategic Development are of equal importance in meeting SSMP goals and outcomes. Cluster participants prioritized action steps as they relate to this area.

*Priority: Maximize use of available state and federal funding and look for alternatives.*

It is imperative that agencies work together and enhance the programs they already have in place by maximizing the use of funds currently available. Clearly the funding trend is to have agencies collaborate in providing comprehensive services to clients, and there needs to be a greater push for agencies to engage in this process.

*Priority: Identify best practices to assist in implementation across all Clusters.*

The benefits associated with the use of best practice models are innumerable, especially when working to meet SSMP goals and outcomes. Most Clusters already utilize various best practice models within their specified service area, but they should also focus on using them to increase cross-system collaboration and implementation.

*Priority: Identify and address barriers to service provision at both the macro and neighborhood levels.*

Providers must work on addressing barriers to service provision, at all levels, and work to improve access before carrying out other components of the implementation strategy.

*Priority: Broaden collaborations and partnerships among community-based organizations, health and human services providers and governmental entities.*

The Alliance4HS works tirelessly to develop, promote and sustain collaborations and partnerships among CBO's, governmental entities and others. One of our main objectives is to promote the use of the SSMP as a comprehensive guide for all community stakeholders to use; from making decisions on funding to increasing effectiveness of service provision and overall collaboration.

*Priority: Increase community awareness of service availability in their areas.*

During the recent round of Neighborhood meetings, it became evident that the community-at-large feels uninformed as to the services available in their areas. This is also recognized by many Cluster participants, and it should form a major part of this implementation strategy.

*Priority: Coordinate and facilitate a forum for networking, training and sharing of information.*

This has become a popular action step among all participants, and is largely due to the Cluster process itself, the convening of a variety of stakeholders all with the same vision and interest in the said area. This environment facilitates an atmosphere of collaboration and cross-systems

training opportunities that will assist in reaching many SSMP goals. The opportunity to network cannot be stressed enough to avoid duplicity in service delivery as well as increase collaboration and partnerships. The Alliance4HS works in facilitating and coordinating these opportunities via Advisory Committee meetings and other technical assistance trainings on implementing cross-system best practice models.

*Priority: Gather data across systems to provide comprehensive case management to all clients.*

This is a goal for many Cluster participants who represent direct service agencies. The need to gather data that is relevant across all systems will assist in providing comprehensive case management to all clients.



# **Human Services Areas**

## **(Cluster Groups)**



# Basic Needs – Poverty & Hunger

## Implementation Strategies

### ***Funding***

The Basic Needs Cluster has a tendency to attract people from various areas depending on their perceptions of “basic needs” are. As such, it was difficult to narrow down the priorities for funding given that there are many needs present in the community. However, despite the majority leaning toward food distribution as a major priority, the other two were more broad and all-encompassing. The priorities identified are:

- Provide individual representation to resolve individual and systemic legal issues of low-income people in the full range of legal services.
- Promote and expand food recovery initiatives within the private and public sectors.
- Advocate for increased public benefits to cover the basic needs of Miami-Dade County residents regardless of immigration status at or below poverty level.

### ***Public Policy***

The Basic Needs Cluster historically has focused its discussions and efforts on the areas of food and clothing. It was during the third round of meetings this year that participants encouraged the group to forge more partnerships with the private and public sector to merge food distribution efforts. Publix, for example, was mentioned as well as other local companies that have a relationship with local social service agencies, but the intent would be to have them donate to a central location that would then distribute food to a number of area agencies. More people could be served this way, and it also cuts down on the local competition for resources. The other priorities identified in this Cluster are as follow:

- Advocate for increased public benefits to cover the basic needs of Miami-Dade County residents regardless of immigration status at or below poverty level.
- Engage providers, policymakers, advocates and the community at large involved in issues affecting low-income individuals to promote policies furthering their economic independence and improved quality of life.
- Increase government food assistance and facilitate access to the disabled and home-bound Miami-Dade County residents.

## ***Strategic Development***

The Basic Needs Cluster recognizes the importance of organizations that work in this area as well as the need to improve agency capacity to increase the availability of services. By working strategically, each entity can strive to address the critical needs of this Cluster area as well as garner support from outside sources in an effort to form collaborative partnerships (i.e. with the business and private sectors.) The main priorities identified by this Cluster are:

- Encourage formal and informal collaboration and networking among community-based organizations, human services providers and governmental entities.
- Educate service providers, policymakers, the private sector and the community about hunger and poverty issues.
- Develop cross systems training and education concerning hunger and poverty, including nutrition.
- Promote cultural diversity among management and program staffs of all service providers in Miami-Dade County.

A long discussion on the need to forge partnerships between the public and private sector took place, and it appears that many agencies are interested in engaging this private business community in their work

# Health

## Implementation Strategies

### ***Funding***

The Health Cluster has been involved in many initiatives in 2006, including proposing the idea of “charter clinics” during a recent “IdeaRaiser.” The need for quality and affordable healthcare for all Miami-Dade County residents is apparent, and this concept seeks to provide free quality primary care to low-income families and elders despite their immigration status. Given that immigration has also played a major role in many discussions on healthcare, a presentation was given by three different groups representing various healthcare institutions throughout Miami-Dade County. The presentation shed light on the many barriers to healthcare that exist for immigrants, and ways to navigate the system and access available programs. These initiatives are having very positive effects, especially at the neighborhood level, as more and more people gain awareness of their availability. The trend set forth in the Children, Youth and Families cluster regarding neighborhood partnerships and networks is also echoed here with reference to healthcare. The priorities are as follows:

- Support partnerships of community and faith-based organizations and community clinics to provide information and conduct outreach about health and nutrition issues.
- Partner with community – based collaboratives to identify and prioritize unmet healthcare needs, develop shared funding opportunities, and track outcomes.
- Educate people on how to navigate the healthcare system in a culturally diverse community (i.e. language, customs, etc.)
- Expand the funding base for new and innovative programs (such as disease management) to reduce health disparities that exist among ethnic/racial groups.

### ***Public Policy***

Many of this Cluster’s meetings focused on issues that pertained to many of the Clusters by virtue of the fact that health and health-related issues affect everyone. Participants in this Cluster attended other Cluster meetings as well as helped in hosting a seminar/forum on healthcare accessibility for the immigrant populations. The need for Medicaid reform and more funding for Kidcare were voiced, although other issues that gained popularity had to do with collaborative efforts in addressing unmet healthcare needs. The following priorities were identified by participants in the Health Cluster:

- Partner with community-based collaboratives to identify and prioritize unmet healthcare needs, develop shared funding opportunities and track outcomes.
- Educate people on how to navigate the healthcare system in a culturally diverse community (i.e. language, customs, etc.)
- Develop and promote strategies that increase access to prescription drugs for the uninsured and underinsured.

### ***Strategic Development***

The Health Cluster recognizes the need to better connect with and increase awareness in the community to enhance the effectiveness of services. This Cluster is anxious to work with community-based collaboratives to raise awareness and ultimately increase referrals to various health programs. Other priorities are as follows:

- Work with community-based collaboratives (including Health Navigators and Community Health Workers) to increase referrals to public-funded health programs and medical homes (such as neighborhood clinics, ambulatory care centers and school-based clinics.)
- Coordinate health and other human services providers to increase referrals to public-funded health programs and medical homes.
- Support partnerships of community and faith-based organizations and community clinics to provide information and conduct outreach about health and nutrition issues.

# Children Youth & Families

## Implementation Strategies

### ***Funding***

Throughout the 2006 Cluster process, this group worked diligently to discuss many of the issues and trends in the delivery of services and funding. At the neighborhood level, especially those where there already exists a neighborhood resource center/service partnership, the need to continue funding this sort of “one-stop” programming is a must. Many areas have benefited from the services provided in this center, and it has also been a way to bring together a variety of key stakeholders for the purpose of improving service delivery to a largely under-served population. There is additional need to provide increased awareness, prevention and intervention services for at-risk youth and their families, especially in HIV/AIDS, substance abuse and violence. The funding priorities are as follows:

- Expand the development and implementation of neighborhood resource centers/service partnerships.
- Increase the availability of intervention services for at-risk children and families within neighborhoods.
- Advocate for improved services for children in, or transitioning out of, foster care.

### ***Public Policy***

As a result of the efforts by the Alliance4HS Clusters and Legislative and Policy Committee, The Children’s Trust and other area advocacy groups, many of the policy items of greatest importance to children, youth and families are being moved forward. Although there is much left to be done, the following priorities address the issues of greatest importance to this population currently.

- Advocate for increased and adequate funding for full implementation of Universal Pre-kindergarten.
- Advocate for improved services for children in, transitioning out of, foster care, juvenile justice system and homelessness.
- Identify and address barriers to services at the macro and neighborhood level.

## ***Strategic Development***

The Children, Youth and Families Cluster has consistently advocated for increased collaboration among community-based organizations and other human services providers along with governmental entities. This Cluster has focused its strategic development priorities on identifying and addressing barriers to services on all of these levels as well as broadening and increasing these partnerships to enhance overall service delivery. These efforts also fully support the implementation of the SSMP across all Clusters. The priorities identified are as follows:

- Identify and address barriers to services at the macro and neighborhood level.
- Broaden collaborations among community-based organizations, health and human services providers and governmental entities.
- Increase community awareness and access to pre-natal, maternal and early childhood health programs.

# Elders

## Implementation Strategies

### ***Funding***

The 2006 Elder Cluster meetings focused strongly on the goals stated in the SSMP in promoting “aging in place.” Some Cluster participants had attended the White House Conference on Aging in Washington, D.C. that outlined various priorities regarding the elder community. Transportation, the authorization of the Older Americans Act and long term care were at the top of the list of the ten priorities identified in the Conference. Many community meetings were held in elderly communities and most participants were vocal about their difficulties registering for Medicare Part D prescription drug plan. Many within the Miami community, because of cultural and linguistic limitations, truly struggled with this process, and, coupled with other difficulties, were unable to register before the May 15<sup>th</sup> deadline. One issue that hits especially close to home for elders within Miami-Dade are the rising costs in home insurance, and the lack of funding and assistance available to elders struggling with maintaining their homes. Another issue important to elders is the continuation of healthy congregate and home delivered meals which allow the elders to “age in place.” Many of the priorities identified by this Cluster touch upon these urgent needs.

- Increase funding for affordable housing for senior citizens in Miami-Dade County.
- Explore models that use existing housing situations and bring community services/resources on-site, such as Naturally Occurring Retirement Communities.
- Increase the funding base and accessibility of institutional and in-home facility respite care that responds to the needs of the elderly and their caregivers.
- Ensure that the special needs of elders are addressed in Emergency Preparedness Planning for Miami-Dade County.

### ***Public Policy***

The Elders Cluster always touches upon the key issues affecting seniors, namely, the lack of affordable housing available to them, tax relief programs, promoting aging in place, and improving the transportation services. There is a strong following for the idea of creating one-stop centers for seniors to access for services spearheaded by many within this Cluster area, namely the Alliance for Aging, and this was one of the ideas presented at the Alliance4HS-

sponsored IdeaRaiser in July, 2006. The policy initiatives this year were not far from what was just mentioned, and the priorities are:

- Create affordable housing choices for elders.
- Advocate for policies and programs that promote aging in place.
- Increase funding for affordable housing for senior citizens in Miami-Dade County.
- Revise Special Transportation Services (STS) eligibility criteria to reflect elders' medical and health conditions.

### ***Strategic Development***

The Elders Cluster was the first to identify the need for networking opportunities among the Clusters not only to assist in implementing the SSMP but also to have an impact on the overall delivery of services. The other priorities identified are listed below:

- Expand in-home and community-based services to meet increasing needs of the growing numbers of elders.
- Coordinate and facilitate a forum for networking and sharing of information.
- Increase the funding base and accessibility of institutional and in-home facility respite care that responds to the needs of the elderly and their caregivers.

# Children & Adults with Disabilities

## Implementation Strategies

### ***Funding***

The Children and Adults with Disabilities Cluster's priorities reflected a similar trend to that present in the Basic Needs cluster; thoughts that coincide with ideas expressed in other clusters were important to this group. The one priority that stands out is the need to conduct outreach and community education, not only to this cluster's focus area, but across all clusters, as there seems to be a disconnect between the service providers and their target populations. This fact was apparent too in the recent community meetings with many residents complaining they lacked knowledge of the availability (or even existence) of services in their areas. There is a concern that funding levels for various disabilities groups are not be diluted and should be increased. The priorities are as follows:

- Expand funding base for services for adults with disabilities and look for creative programs and alternatives in order to increase the availability of services (i.e. health, community services, in-home services, education and/or comprehensive services) in a setting of choice.
- Conduct outreach and community education with a focus on immigrant and underserved communities.
- Expand inventory of affordable housing with supportive services (Section 8, HUD, private developers commissioned for affordable housing.)

### ***Public Policy***

The Children and Adults with Disabilities Cluster was very vocal in this round of meetings on two topics; namely increase in programs servicing adults with disabilities, as well as the enforcement of HUD compliance codes and regulations with reference to public housing for people with disabilities. As it pertains to Public Policy, the group continues to advocate strongly on these issues and is hopeful that their efforts will lead to improvements. The following priorities were identified:

- Coordinate a community-wide legislative and education campaign to highlight the need for increased services for adults with disabilities.

- Enforce Miami-Dade HUD's compliance plan and other housing for disabled entities, and expand inventory of affordable (30%) housing with supportive services (i.e. Section 8, HUD, private developers commissioned for affordable housing.)
- Increase the availability of services by fully funding services being provided in order to reduce wait lists and meet the service and special equipment demands as well as erase communication barriers.

### ***Strategic Development***

The Children and Adults with Disabilities Cluster specifically recognizes the need for advocacy training as well as cross-systems collaboration in enhancing the Strategic Development implementation strategy. The priorities are as follows:

- Maximize use of available state and federal funding and look for alternatives.
- Conduct advocacy training for persons with disabilities and caregivers (i.e. the use of Switchboard of Miami's interactive, web-based information and referral system.)
- Conduct cross-systems training and create networking opportunities for service providers

# Workforce Development for Special Populations

## Implementation Strategies

### ***Funding***

The situation in Miami-Dade County regarding health and housing is reaching crisis mode and one might argue that this is a direct result of the need for steady employment. Many low-income families in this area are working and struggling to make ends meet, but there are still more people without jobs lacking the skills necessary to land them. This Cluster has identified the following funding priorities:

- Expand support services for job-seekers to obtain and maintain employment.
- Replicate pilot initiatives (such as the Overtown Workforce Collaborative) as a blueprint for developing a coordinated system of services for training, employment, and supportive help services for hard-to-serve job seekers.
- Increase the funding base for educational programs and services, especially researched best practices programs, for hard-to-serve youth
- Broaden the definition and understanding of job placement and its continuum and support services (i.e. guidance, tutoring one-on-one in reading, writing and arithmetic) that qualify for federal and state programs.

### ***Public Policy***

The Workforce Development for Special Populations Cluster has worked diligently in advocating for the increased participation of private businesses to enter into the process. Hard-to-serve job seekers are becoming a larger segment of the population, and their needs are great. This Cluster, in particular, has a great deal of cross-system potential especially with the Special Needs, Criminal Justice, and Children and Adults with Disabilities Clusters given its inherent link to the core needs of families. Cluster participants agreed on educating the employer community on the whole on how to hire hard-to-serve job seekers. The priorities are listed below:

- Analyze and align SSMP with South Florida Workforce Strategic Plan including the private/business sector in order to address gaps.
- Develop and implement a mentoring component (with community representatives) for job seekers.

- Engage business and trade communities in educating employers on hiring hard-to-serve jobs seekers.

### ***Strategic Development***

The Workforce Development Cluster sees it as imperative to implement baseline assessments to better know the specific needs of job-seekers. This Cluster, along with other Clusters, is eager to also forge more partnerships with the private sector to help achieve SSMP goals and outcomes.

- Develop a baseline assessment profiling hard-to-serve job seekers and identifying successful assistance interventions.
- Implement the use of a pre-assessment interview as part of workforce service providers' client information process.
- Support and expand the involvement of the private sector (Business Leadership Network) to dramatically increase the training (including on-the-job training) and employer services for "hard-to-serve" job seekers.

# Criminal Justice

## Implementation Strategies

### ***Funding***

The Criminal Justice Cluster has consistently tried to merge its efforts with other initiatives in Miami-Dade County and at the state level. This year in particular, based on a presentation given by the Governor's Task Force on Ex-offenders, the intent has strengthened to incorporate into this effort the Department of Juvenile Justice and the jail system. The creation of these key partnerships among all of the previously stated institutions, stakeholders and service providers is necessary to establish strong support programs for ex-offenders and their families. At the neighborhood level, more specifically in areas where there is a large ex-offender population or gang activity (i.e. Little Haiti, Liberty City, Gladeview, Homestead, North Miami, West Grove, etc.), there was also a strong outpouring of support for more funding for youth intervention programs. The funding priorities are as follows:

- Identify and provide services while inmates are incarcerated, when transitioning out of incarceration, and when released based on evidenced best practices and Criminal Justice Council/Governor's Task Force recommendations.
- Utilize a variety of Miami-Dade County resources in order to increase dramatically the educational and training services for both juvenile and adult ex-offenders, as well as to educate potential employers about hiring ex-offenders.
- Identify, create and support crime prevention and intervention programs for pre-adolescent and adolescent offenders, with a special emphasis on young female offenders based on evidenced best practices and Criminal Justice/Governor's Task Force recommendations.

### ***Public Policy***

The Criminal Justice Cluster has always worked to integrate other initiatives and Task Forces into their work. The creation of partnerships among all of these initiatives, in conjunction with the Department of Juvenile Justice and the jail system, will establish strong support for programs and services that meet the needs of this area. The public policy priorities are as follows:

- Identify and provide services while inmates are incarcerated, when transitioning out of incarceration and when released based on evidenced best practices and Criminal Justice Council/Governor’s Task Force recommendations.
- Review clemency procedures and voting rights for ex-offenders.
- Identify, create and support crime prevention and intervention for pre-adolescent and adolescent offenders, with a special emphasis on young female offenders based on evidenced best practices and Criminal Justice Council/Governor’s Task Force recommendations.

### ***Strategic Development***

The Criminal Justice Cluster has fervently supported the idea of integrating and joining forces with other initiatives throughout Miami-Dade County. Given the recent efforts of the Governor’s Task force on Ex-offenders, the Cluster began to lay down the roots of what will become the Ex-Offender Re-Entry Task Force for Miami-Dade County. Key stakeholders from local and state levels will ultimately be encouraged and invited to participate in this important group. The priorities for this Cluster are listed below:

- Support and implement the collaboration of state and local criminal justice key stakeholders into the work of the Governor’s Task Force at the local and state level.
- Look for National Assessment and formalize collaboration among the courts, community partners and service providers to provide follow-up services for ex-offenders and their families.
- Identify “best practices” for community-based, faith-based and transition programs.

# Immigrants & New Entrants

## Implementation Strategies

### ***Funding***

Given the recent political attention given to the immigrant situation on a nationwide level, the Immigrants and New Entrants Cluster has intensified its work dealing with the top issues affecting this population. The Health Cluster collaborated with this Cluster to host a seminar on navigating the healthcare system to assist immigrants and new entrants in accessing services. Cluster participants continue to advocate strongly for increases in funding to provide legal services to this community. Many of the goals and objectives stated in this section of the recent SSMP are policy related, although there are specific things identified (like increasing access to legal services) that can be remedied via increased funding. The priorities identified are:

- Increase funding from all sources of revenue (private, local and state) for Immigrants and New Entrants service area for revenue maximization and cost benefit impact.
- Increase access to legal services immigrants and their families so that they may obtain benefits and legal status.
- Provide and/or increase funding to programs that deliver citizenship preparation and training to integrate residents into the community.

### ***Public Policy***

Many of the initiatives within this Cluster are contingent on important policy issues, especially the most recent developments on the topic of immigration. Cluster participants have worked closely with many other Cluster groups (i.e. Health, Basic Needs, Children, Youth and Families, etc.) to further the efforts in improving service delivery. In recent neighborhood meetings, the topic of in-state tuition and access to driver's licenses for immigrants was a major concern, especially when working with the adolescent and pre-college populations. The other public policy priorities, they are as follows:

- Increase access to legal services for immigrants and their families so that they may obtain benefits and legal status.
- Prevent the loss of benefits and services by promoting and enhancing citizenship programs to elders.
- Promote educational and vocational skills to maximize economic self-sufficiency.

- Educate immigrants, new entrants and the community regarding social services (including mental health.)

### ***Strategic Development***

The Immigrants and New Entrants Cluster, because of its demographics, is comprehensive in nature with its needs spanning to all Clusters across the board. It would be beneficial to sponsor opportunities to host forums that inform other Cluster participants of their specific needs. Then, Clusters could work together to address cross systems issues targeted to that specific demographic group to improve services. The priorities are:

- Expand acculturation orientation/information available to “newcomers” (i.e. legal, benefits, Immigration Resource Guide.)
- Educate immigrants, new entrants and the community regarding social services
- Identify barriers that hinder immigrants in securing services.
- Strengthen formal relationships to enhance the capacities of community organizations and service providers on immigration and social services issues.

# Special Needs

## Implementation Strategies

### ***Funding***

The Special Needs Cluster, given its make-up, is an experiment in collaboration. The homelessness area has many correlations to funding priorities in other Clusters. The Mental Health, Substance Abuse and Victims of Domestic Violence and Sexual Assault areas of the Special Needs Cluster work collaboratively consistently to tackle problems as well as advocate for increases in funding. Their funding priorities are listed below:

#### Mental Health

- Provide comprehensive case management to adults with mental illness, including co-occurring disorders.
- Support cross-system integration/collaboration, especially school system, to be cost-effective.

#### Substance Abuse

- Increase cross-system collaboration and training.
- Increase resources in foster care services.
- Increase funding and create more effective marketing strategies for prevention programs.

#### Homelessness

- Increase affordable housing to align with average earnings of low-income families.
- Reevaluate the definition of “homelessness” to include clients in residential services, hospitals and jails.
- Advocate for the 30:30 Vision Campaign: Ensure 30% of affordable housing stock is set aside for people at/below 30% of median income.

#### Victims of Domestic Violence or Sexual Assault

- Educate the immigrant community on identifying and reporting the domestic violence/sexual assault issues without fear of the consequences.
- Develop a funding base for the promotion of hotline telephone numbers.
- Ensure access to culturally-appropriate prevention, interventions and support services for all victims.

- Support longitudinal studies that measure effectiveness of various preventive/ intervention methods.

### ***Public Policy***

This Cluster is divided into 4 sub-categories that focus the “Special Needs” populations. Given the housing situation in Miami-Dade County, many of the issues highlighted in this category appear to take precedence, however the other three categories continue to fight for advocacy in their respective populations. The priorities for each area are listed below:

#### Mental Health

- Provide comprehensive case management to adults with mental illness, including co-occurring disorders.
- Expand clinical services to the non-Medicaid population

#### Substance Abuse

- Provide comprehensive case management, including housing, employment, mental health and other supportive services to non-qualified immigrants.
- Increase cross-system collaboration and training.
- Ensure families stay intact.

#### Homelessness

- Expand housing and services infrastructure.
- Secure additional prevention funds from federal, state and/or local sources.
- Develop work expectations related to job and life skills training for homeless individuals

#### Victims of Domestic Violence or Sexual Assault

- Improve documentation, reporting and sharing of information by health and human services providers and law enforcement.
- Increase the funding base for transitional housing with wrap-around services for victims.
- Ensure access to culturally-appropriate prevention, interventions and support services for all victims.

### **Strategic Development**

The Special Needs Cluster, due to its make-up, is unique compared to other Clusters, and consistently brainstorms ideas as to how to best work together to improve cross-system collaboration. Their efforts may serve as the model for how the Alliance4HS incorporated the

work of all Clusters in the implementation strategy. The priorities per Special Needs area are listed below:

#### Mental Health

- Develop a referral network for support and education for families of individuals with mental illness, including co-occurring disorders.
- Increase the development of consumer run-in centers throughout Miami-Dade County.
- Increase residential treatment facilities.
- Increase collaborative partnerships with business and industry to enhance job opportunities for individuals with mental illness.

#### Substance Abuse

- Expand pre-trial diversion programs for offenders with mental illness.
- Develop and expand early intervention programs to identify, diagnose and treat children of parents who are substance abusers.
- Increase cross-systems collaboration and training.

#### Homelessness

- Implement current Interagency Agreements and identify new partnerships.
- Gather data across systems (behavioral, public health and criminal justice) to identify chronically homeless populations served by multiple systems.
- Track clients effectively by using the Homeless Management Information System (HMIS.)

#### Victims of Domestic Violence or Sexual Assault

- Develop a strategic plan for domestic violence and sexual assault across generations.
- Support formal and informal collaboration and networking opportunities among community-based organizations, health and human services providers, law enforcement and governmental entities to provide coordinated case management.
- Increase the funding base for transitional housing with wrap-around services for victims.