

SUMMER STUDIES 2017

Human Services Funding Transition

Summer Study 17-002
Human Services Department
July 23, 2017

Summer Studies

Human Services Funding Transition

Executive Summary

The proposed FY 17-18 budget includes \$1,938,312 or 2.8% of the General Fund for human services programming. A portion of the Human Services budget is reflective of the zero-based budgeting process that was implemented this year. Specifically, the Community Partnership Grants Program (CPG), was evaluated in relation to unit costs per services and only the most cost-effective programs will be funded.

The Human Services Department's Summer Study will provide details of the process for expenditure reduction across the Human Services Department's budget, including the Community Partnership Grants, Youth Services, Senior Services, Community Benefit Plan/Hallandale Opportunity Project (CBP/HOP), Ancillary/General Services and Administration. This Study includes an analysis of the proposed three-year General Fund phase down of the Human Services Department, which includes identifying alternative funding streams including potentially ceding operations to community-based organizations. It is important to note that the focus of the recommendations will be to support continued services to the most vulnerable of the population served; children, families and the elderly. This study drives discussions on measurable impact and emphasizes return on social investment in an entirely new way.

During the June 13, 2017, Joint Budget Workshop, City Manager Carlton presented General Fund expenditure reductions totaling \$377,406 to the Human Services Department. The reductions were mostly in the Hallandale Opportunity Project (HOP) (\$203,000) and the Community Partnership Grants Program (CPG) (\$185,544). Moreover, the Commission received a list of funded programs through the CPG with the name of each grantee, type of grant, proposed numbers served, funding allocation and unit cost. The unit costs across programs and priority areas varied ranging from \$6.95 per person to \$1,529 per person. The purpose of the unit cost analysis was to give the Commission an opportunity to look at programs which do not generate sufficient cost benefit to be continued when resources are limited. Particularly as it relates to return on investments and/or performance outcomes.

Funds	2016-2017 Original Budget	2017-2018 Proposed	Change from 2016-17 to 2017-18	
			Amount	Percent
General Fund	\$2,012,718	\$1,838,312	-\$174,460	-9%
CRA/HOP	\$303,000	\$100,000	-203,000	-67%
TOTAL	\$2,315,718	\$1,938,312	-\$377,406	-16%

Additionally, during the workshop presentation of the CRA Budget, the Commission made a recommendation for a \$202,000 net expenditure reduction to the Hallandale Opportunity Project (HOP), thereby eliminating the program in its current incarnation effective September 30, 2017.

Background on the Human Services Department

For more than 40 years, the Austin Hepburn Center - Human Services Department has been a gathering point for the City's residents in need of social services. The Department promotes self-sufficiency by providing a wide array of social services that foster the economic, physical and social well-being of residents who come from all areas of the community. While many neighboring communities closed their social services divisions and ceded operations to Broward County Health and Human Services, Hallandale Beach has continued to offer these services to its residents.

The organizational structure of the department displays two primary functions: Administration and Social Services. Approximately, 42 employees are supported by the Human Services Department; twelve (12) full-time employees, and thirty (30) part-time employees. It is important to note that thirteen (13) or 31% of the 42 positions are funded through grant funding. Currently, the department receives funding from multiple sources including government, grants, contracts and afterschool registration fees. FY 18 projections total \$420,419 across programs. The Department has five divisions that are supported by the Director's Office: Senior Services, Youth Services, Community Partnership Grants, Ancillary/General Services, and the Community Benefit Plan (CBP)/Hallandale Opportunity Project (HOP). The CBP /HOP program will be discussed in detail in a separate Summer Study.

Administration/General Services/Ancillary Services

The Director's Office oversees the administrative and general social work functions of the department with the help of the Assistant Director, General Services Social Worker (serving residents ages 18 to 59), Human Services Administrative Coordinator and Administrative Office Assistant; totaling five (5) full-time employees. Administration provides planning and management support across all of the Human Services programs to assist staff in delivering effective and efficient services, facilitate collaborations and support services to the community. Additionally, Human Services Administration provides administrative assistance for front desk coverage of the OB Johnson Park/Austin Hepburn Center facility Mondays through Fridays, from 7:30 a.m. to 6:00 p.m. The front desk staff completes registrations for the Fitness Center, processes "daily pays" for the use of the gymnasium, and completes reservations for special events. Since relocation of the Austin Hepburn Center and OB Johnson Park to the new facility in September 2016, there has seen a substantial increase in the volume and pattern of use of the facility.

In their function, the front desk administrative assistants are also responsible for scheduling appointments, answering the phones, completing the initial intake for the social welfare programs that includes Ancillary Services which are overseen by the General Services Social Worker.

Table 2	City/ General Fund
Administration/General/Ancillary Services Budget	
Personnel	\$562, 586
Expenses (Communications, Equipment, Office Supplies, Training, computer etc.)	\$61,626
Fleet Services (4 vans, 1 Mini Van; vehicle gas)	\$46,606
Special Services – Resident Emergency Assistance (rent, water, electric, medical)	\$15,000
TOTAL	\$685,818

Ancillary and General Services include the following:

- ✚ Managing the ACCESS Florida community partnership, where residents make online application for an array of public assistance programs including Food Assistance Programs, Medical Assistance Programs, and Temporary Cash Assistance for Families with Children, etc.
- ✚ The Hepburn Center has a partnership with Care Resource Florida, a Federally Qualified Health Center (FQHC), to serve as a HIV testing, STD Screening and Education site for uninsured clients infected or affected by HIV, AIDS or other STDS.
- ✚ The Hepburn Center serves as an outreach and counseling center for Women In Distress of Broward County, Inc. to assist walk-in clients, as well as clients referred from the Hallandale Beach Police Department for support groups and/or individual sessions including shelter services, advocacy, information and referral, and assistance with the Domestic Violence Relocation Fund application process available through the Office of the Attorney General’s Crime Victim Compensation Program.
- ✚ The Hepburn Center coordinates services through the Broward County Coalition for the Homeless to offer an array of coordinated care services. These services include emergency food and shelter, bus passes, rapid re-housing, permanent supportive housing, rental assistance, Florida Identification Cards, ACCESS applications for Food Stamps, Medicaid, etc.,
- ✚ The Hepburn Center hosts Property Tax Exemption filings quarterly for the Broward County Property Appraiser.
- ✚ The Center partners with Memorial Healthcare Mobile Health Unit where uninsured and underinsured families are provided monthly vaccinations, physicals and well-baby visits. Memorial’s Health Intervention with Targeted Services (HITS) Team provides residents outreach, education, and eligibility screening for local, state, and federal healthcare programs. The HITS Team also explains the importance of obtaining services on the mobile unit and in establishing a medical home at one of the clinics operated by Memorial Healthcare System or in the local community.

- ✚ The Hepburn Center serves as a Legal Aid of Broward County Outreach Office where they provide a representative twice monthly to provide an intake to receive free civil legal advice and representation for individuals, children and families in the following areas: Consumer Housing, Foreclosure Prevention and Advocacy Project, Homeless Legal Rights Project, Immigration, Low income Taxpayer Clinic, Ryan White HIV Law Project, and Veterans Pro Bono Legal Project.
- ✚ The Center leverages USDA federally subsidized nutrition programs that are offered to seniors, youth enrolled in programming as well as the general public during emergency and/or monthly food distributions. Specifically, the Afterschool Meal Program fills the hunger gap for children living in families with low-income. The program, offered through the Child and Adult Food Program (CACFP), provides federal funding to serve meals and snacks to children 18 years old and under after school. The Summer Food Service Program provides free breakfast, lunch and/or a snacks during the summer programming when school is not in session. The Meals on Wheels program provides nutritionally balanced lunch and/or meals for individuals 60 years of age or older, and is offered during the congregate meal time in the Mary G. Washington Senior Hall at the Austin Hepburn Center. The Center receives grant funding, food vouchers and/or commodity foods through the FEMA Emergency Food Program, United Way Project Lifeline and USDA Farm Share for food pantry distributions to individuals, families and seniors in need.
- ✚ The Center partners with the AARP Foundation by serving as a Host Agency through the Senior Community Service Employment Program (SCSEP) where unemployed seniors are engaged in a meaningful, subsidized employment experience so they can increase employability skills, build self-confidence and earn a modest income. SCSEP Seniors work at the Hepburn Center an average of 20 hours a week, are paid local minimum wage and compensated by SCSEP directly.
- ✚ During the school year, Big Brothers Big Sisters' (BBBS) Mentoring Program provides a Site-Based Mentoring Program where Hallandale Beach High School Students provide one-to-one mentoring to ASP students. BBBS is a national mentoring program designed to match volunteer mentors with students. The purpose of the mentoring relationships are to enrich the lives of the students through a one-on-one relationship with a caring, compassionate and consistent mentor. The outcomes have shown positive youth development through mentoring relationships impacting students in a variety of areas, e.g., culturally, socially and academically.

Inter-agency Referral Relationships:

- ✚ The Hepburn Center serves as a “Mandatory Reporter” with the Department of Children and Families in the event of child or elder abuse.
- ✚ Referrals are made by the General, Senior and Youth Services Social Workers to Family Success Center for Emergency Housing and Utility Bill Payment.
- ✚ The Hepburn Center works closely with Urban League of Broward Centers for Working Families and Hispanic Unity of Florida for Free Tax Preparation Services.

- ✚ The Hepburn Center offers Health Screenings and Health Fairs. The sentinel event is the Annual Cancer Event. This is a one-day event that draws hundreds of community members to participate in health screenings, lectures, and outreach activities.
- ✚ The Center partners with Career Source Broward to provide youth a meaningful work experience as part of the Summer Youth Employment Program (SYEP). Each year, the Center hosts up to ten (10) high school-aged students for a 10-week employment experience.
- ✚ The Center serves as the single point of contact with the Broward Regional Health Planning Council (BRHPC) TOUCH Initiative receiving technical assistance valued at \$100,000. The City was designated as a Healthy Community Zone (HCZ) charged with developing community action plans (CAPS) that provide for systems, environmental and policy changes that will positively impact the health and welfare of residents.
- ✚ The City, through the Human Services Department, has partnered with the World Health Organizations' Global Network of Age-friendly Cities and Communities. The initiative is designed to support the elderly population age in their home with dignity utilizing innovative and evidence-based practices through implementation of a Comprehensive Community Action Plan (CAP).

General and Ancillary Services Program performance is gathered and tracked utilizing a propriety software program called Salesforce and reported monthly in the City's Clear point System. See Table 3 for FY 16-17 performance measures to date. Specifically, there have been approximately 14,952 service contacts of duplicated individuals and/or families to date.

Table 3	FY 16/17
Administration/General/Ancillary Services Performance Measures	
Service contacts rendered - Duplicated Individuals and/or families (Information and Referrals, Food Pantry, HIV/AIDS Testing, Legal Aide, Domestic Violence Counseling, Mentoring, Income Tax Preparation, Career Source Broward, etc.	14,952

In addition to the General and Ancillary Services provided, the Department has four divisions with targeted programming that are supported by the Director's Office including: Senior Services, Youth Services, Community Partnership Grants (CPG), and the Community Benefit Plan/Hallandale Opportunity Project (CBP/HOP). Supervising the targeted Social Work activities are the Senior Services and Youth Services Supervisors.

Senior Services Programming:

The City launched the Senior Mini Center 29 years ago to provide critically needed community-based services so that seniors could "age in place" with dignity. Services provided are at a cost that is far less than nursing home placement, which could be the only alternative for some of these families. These services help to maintain clients in home settings in lieu of nursing home placement, or hospitalization, in some instances. The Center offers a wide range of health, education, recreation volunteer and other social interaction opportunities that enhance dignity, support independence, and encourage community involvement.

The Senior Service Program is open to older adults, ages sixty (60) years plus regardless of socio-economic status, language preference or religion. Program hours of operation are on Monday through Fridays, from 8:00 to 1:00 p.m. throughout the year with one week closed during the Winter Holiday break. Program participants receive a continental breakfast and lunch with the opportunity to participate in arts and crafts, computer classes, music enrichment, enhanced fitness activities, educational forums, field trips, and special events including birthday and holiday celebrations. Transportation is provided to residents who are within the boundaries of the City of Hallandale Beach. Table 4 reflects that Senior Services programming serves a diverse group of participants.

Table 4			
Senior Services Demographics			
Hispanic	45%	60 to 64 years old	12%
Black/African American	24%	65 to 69 years	18%
Caucasian	22%	70 to 84 years	59%
Other	9%	85 plus	11%
Female	70%	Male	30%

There are Six (6) jobs directly supported by the Senior Services program: two (2) full-time and four (4) part-time positions. Senior programming will receive approximately \$201,011 for FY 17-18 from the General Fund to cover the salaries of the Senior Services Supervisor (Full-Time Employee), the Senior Services Social Worker (Full-Time Employee), the Food Service Aide (Part-Time Employee) and Van Driver (Part-Time Employee), representing 10% of the Human Services Department budget and .002% of the General Fund Budget. Additionally, senior programming participants, e.g., Aging and Disability Resource Center of Broward County (ADRC), AARP Foundation and Meals on Wheels South Florida.

Historically, ADRC provided funding to senior programming up to \$88,743 through Local Service Program (LSP) dollars. LSP dollars provided community-based services to preserve elder independence, support caregivers and target at-risk seniors through the provision of meals, transportation services, and recreation, social and educational programs. LSP funding at the Hepburn Center was cut by the Florida Senate Health and Human Services Appropriations Committee for Fiscal 2017-2018. These expenditure changes occurred during the State’s budget process and the Legislature’s direction to cut \$2.3 million in local funding initiatives.

However, senior programming will receive \$49,302 in backfill funding for the period July 1, 2017 through December 31, 2017, via dollars awarded to ADRC through the Older Americans Act (OAA) Title III B. Thereafter, senior services will receive level funding of \$88,744 commencing January 1, 2018.

See Table 5 for a breakout of Senior Services Funding Sources for FY 17-18.

Table 5	City/ General Fund	ADRC/OAA Funding	Total
Senior Services Funding Sources			
Personnel	\$201,011	\$49,163	\$250,174
Contractual Services	\$0.00	\$20,660	20,660
Supplies	\$0.00	\$6,000	6,000
Transportation/Field Trips	\$0.00	\$8,276	8,276
TOTAL	\$201,011	\$88,744	\$285,110

Senior Services Program performance is gathered through a proprietary software program called My Senior Center. Each year, the Senior Services Program undergoes programmatic monitoring, performance and outcome measurement. In addition, there are unscheduled follow-up, on-site, and client visits. Table 6 shows Fiscal Year 15-16 reporting for the period July 1, 2015, through June 30, 2016, and reflects 25,575 service hours among 218 seniors.

Fiscal Year 16-17 reporting for the period July 1, 2016, through June 30, 2017, reflects 35,885 service hours among 310 seniors. This is reflective of an increase of approximately 42% in population served and 40% increase in service hours rendered, respectively. The cost per encounter has decreased by 26% due to the increased enrollment with a level funding stream. See Table 6 for a breakout of Senior Services Performance Measures.

Table 6	FY 15/16	FY 16/17	Percentage
Senior Mini Center Performance Measures			
Total population Served	218	310	+42%
Service hours rendered (total number of hours per activity)	25,575	35,885	+40%
Cost Per Encounter (total grant funding/Service Hours Rendered)	\$11.85	\$9.38	-26%

The increased utilization metrics and decreased cost per service are reflective of transformational changes to programming that included a holistic approach to planning activities with a focus on staying active and maintaining an independent lifestyle. For example, exercise classes have gone from two days per week to daily, e.g., Zuma, Tai-Chi, Cardio Fit, and Chair Exercises. Participants engage in educational lectures, cultural excursions, support group discussions, ESOL classes, current events sessions, games, holiday celebrations, grocery and pharmacy shopping. The development of new partnerships with providers such as the California Club, Continue Care, Humana, Fitness and Wellness Works, and the Urban League of Broward County have provided value-added services to program participants.

Youth Services Programming:

The Afterschool Tutorial Enrichment Program (ASP) was launched on July 27, 1984 to fill in the gap for working parents desiring a supervised and enriched after school environment for school-aged children. The program serves families with very low, low and moderate income households. These are families with limited English proficiency, homeless students, students with disabilities, and those who are at-risk for engagement with the criminal justice system. Some of the families are also identified as Asset Limited Income Constrained and Employed (ALICE). These are working families that depend on affordable and/or subsidized childcare in order to work. ALICE families make more money than the official poverty level, but much less than what is needed to sustain a standard of living.

ASP is open to students that are within the boundaries of the City. Children who are not residents are welcome to attend the program at the non-resident rate, if space is available. Approximately 78% of ASP enrollees are Hallandale Beach Residents, 17% are from other cities with 5% being the children of City employees.

The ASP program offers homework assistance, skill development, tutoring, remediation, fitness, nutrition, cultural arts and enrichment activities. The program operates Monday through Friday, from 2:00 to 6:00 p.m. for 180 days after school; spring break and ten (10) weeks during the summer from 8:00 a.m. to 6:00 p.m. Transportation is provided for students attending Gulfstream Academy of Hallandale. See Table 7 for a breakout of Youth Services Demographics.

Table 7			
Youth Services Program Demographics			
Hispanic	47%	Very Low Income	24%
Black/African American	43%	Low Income	24%
Caucasian	4%	Moderate Income	29%
Other	6%	Non-Moderate Income	20%
Female	46%	Male	54%

Twenty-nine (29) jobs are directly supported by this program: three (3) full-time and twenty-six (26) part-time positions. Youth Services programming will receive approximately \$285,767 or .004% from the City’s General Fund for FY 17-18 to cover the salaries of the Youth Services Supervisor (Full-Time Employee); Youth Services Social Worker (Full-Time Employee); Youth Services Administrative Assistant (Full Time Employee); at least one Certified Teacher (Part-Time Employee), seven (7) Summer Youth Aides (Part-Time Employees), a portion of the costs for contractual services, supplies, transportation and field trips representing 15% of the Human Services Budget. Grant funding supports the remaining six (6) Certified Teachers, who are Part-Time Employees; three (3) Teacher Aides (Part-Time Employees); seven (7) Teacher Assistants (Part-Time Employees); and one (1) Food Service Aide (Part-Time Employee). The program receives \$100,000 from the Community Development Block Grant (CDBG) annually. In addition, the program receives \$58,000 in registration fees which ranges from \$50 up to \$400 per child per

year, and is administered through the Friends of the Hepburn Center, Inc.; the non-profit organization supporting program operations.

***NOTE:** The FY 17-18 General Fund allocation of \$1,937,350 will be offset by \$173,249 in funding from the Children’s Services Council of Broward in support of programming that benefit children and youth. Table 8 reflects the variety of funding streams for Youth Services Programming.

Table 8	City General Fund	CDGB Funding	CSC Funding	Registration Fees	Total
Youth Services Funding Sources					
Personnel	\$235,733	\$81,102	\$105,545	\$50,427	\$472,807
Contractual Services	\$3,259	\$0.00	\$11,741	\$0.00	\$15,000
Supplies	\$24,463	\$5,898	\$29,965	\$8,000	\$68,326
Transportation/Field Trips	\$22,312	\$13,000	\$25,998	\$0.00	\$61,310
TOTAL	\$285,767	\$100,000	\$173,249	\$58,427	\$617,443

ASP leverages USDA federally subsidized nutrition programs to ensure all youth are provided healthy and nutritious meals. During the school year, children receive a five (5) component supper through the Department of Health’s (DOH) Afterschool Nutrition Program. The federal reimbursement rate for Afterschool Nutrition is approximately \$3.07 per child for lunch or supper; \$.84 for snacks. This is the third year that the City has participated in these feeding programs “leveraging” thousands of dollars in reimbursements the City would have otherwise spent on nutrition. For example, 289 students served in FY 16-17 x \$3.07 unit cost for supper x 180 afterschool days = \$159, 701 leveraged on behalf of the City.

Youth Services Program Performance is collected and tracked in the Sales Force software program, measured through collection of student outcome data such as the number of students promoted to the next grade level. Each year, the Youth Services Program undergoes programmatic monitoring, performance and outcome measurement. Notably, performance outcomes for FY 16-17 reflects that 289 students were served in afterschool, spring camp and summer programming; 92% of students measured were promoted to the next grade level.

Table 9	FY 14/15	FY 15/16	FY 16/17
Youth Services Performance Measures			
Total Population Served	275	244	289
Promoted to next Grade	99%	96%	*92%

*State standardized testing has had several iterations, with the Florida Standards Assessment replacing the FCAT (Florida Comprehensive Assessment Test) recently. Overall testing reflects students are excelling; however a number of students are not where they need to be to have the best chance for success not only in school, but also in life. That is reflected in this year’s promotion rate.

Community Partnership Grants (This is NOT the Community Benefit Program “CBP or HOP”):

The Community Partnership Grants Program (CPG) awards more than 20 grants per cycle primarily to small and moderate sized non-profit organizations. The total program FY 16-17 budget of \$704,118 will be reduced to \$496,564 for FY 17-18. This includes Community Partnership Grants, Matching Grants, Historical Grants and One-time Grant Requests representing 26% of the Human Services Budget. Funding for the CPG is provided by both the General Fund and the HBCRA. There are multi-year City and HBCRA grants over \$10,000 and Mini-grants under \$10,000. Grant awards range from \$3,000 to \$102,450. The City provides a grant application process and award of grants to community-based organizations who will address priority areas such as education, recreation, cultural arts, and health and wellness. This process includes a pre-application workshop, application evaluation, and award and Grant Agreement execution, as approved by the City Commission and the HBCRA as applicable. Award is followed by site visits, monthly reports, programmatic and fiscal monitoring and final reporting. In 2012, the City Commission approved the City Manager to retain a Grant Monitoring Agency to implement the Grant Guidelines, provide program monitoring and oversight. The annual funding of \$70,000 for Grant Monitoring Services was eliminated during this budget cycle. Accordingly, Grant Monitoring Services are proposed to be brought in-house for additional cost savings. The agency currently under agreement is Affinity Consulting Group, NEFL, LLC.

Matching grants, such as Aging and Disability Resource Center of Broward County (ADRC) and Broward Regional Health Planning Council (BRHPC,) are non-peer-reviewed funding in which the state and/or federal government contributes a sum of money that “matches” a financial contribution made by the City, County, and/ or agency. ADRC matching funds are calculated by dividing the Matching Funds by the number of elderly in Broward County to achieve a unit cost for each Broward resident 60 years of age and older. Each City pays 2/3 of the Fair Share unit cost for their senior constituency and the County pays 1/3. BRHPC are required to provide a 6% Local Match for federal and state funding awarded for Subsidized Child Care services. The calculation is based on the average number of children receiving child care services monthly in Hallandale Beach.

Historical grants such as Hallandale Symphonic Pops Orchestra, the Police Athletic League (PAL), and the Community Civic Association were designated as such because they were well-established programs and services provided by the City which the City Commission determined should not have to participate in a competitive application process. This Administration recommends that historic grant awards be eliminated and that these programs compete on an equal basis with all grants. The Symphonic Pops provides a series of four (4) annual concerts which provides cultural enrichment for the entire City. The Civic Association implements the annual Martin Luther King, Jr., weekend Celebrations which includes the parade, festivities, etc. The Police Athletic League (PAL) implements youth athletic programs, such as football, soccer and athletics, City-Wide. These are considered City-Wide Programs. Therefore, program funding is directly allocated in the City’s budget. These organizations do not request funding for any administrative funds as they have a volunteer Board of Directors.

One-time grant funding allocations are typically held during the Commission Meeting and/or Special Budget Workshop to consider potential allocation of one-time funds from the General Fund for various projects such as the Age-Friendly Initiative, Junior Achievement, and the Literacy Campaign. After presentation from the applicants, questions are addressed and staff receives direction. See Table 10 for a breakdown of the Community Partnership Grant Program, including numbers served, FY 16-17 funding levels with overall unit costs and funding recommendations for FY 17-18.

Table 10				
Community Partnership Grants				
Grant Type	Proposed # Served	FY 16-17 Funding	FY 16-17 Unit Cost	FY 17-18 Funding
City Grants above \$10,000	4,641	\$300,000	\$65	\$260,000
Mini Grants below \$10,000	3,258	50,000	\$15.00	\$43,000
HBCRA Grants	277	\$137,450	\$496	\$137,450
Matching Grants	14,365	\$47,248	\$3.00	\$46,014
Historical Grants	5,800	\$50,100	\$9.00	\$10,100
One-Time Allocation	14,375	\$49,320	\$3.00	\$0
Grant Monitoring Service	N/A	\$70,000	\$3,182	\$0
TOTALS	42,744	\$704,118	\$3,773	\$496,564

Community Partnership Program Performance is measured using the Results Based Accountability™ (RBA) framework. RBA asks three questions to get at the most important performance measures: 1) How Much Did We Do? 2) How Well Did We Do It? 3) Is Anybody Better off? Accompanying the RBA framework is a utilization chart with a breakout of the monthly expenditures and units of service. Together, these programmatic and financial performance measurement tools, which are easily read, use data and transparency to ensure accountability for both the well-being of the program participants and the performance of the programs. Pursuant to the Grant Guidelines adopted by the City Commission, Bi-Annual and/or Quarterly Reports are provided to the City Commission. The last report was distributed on May 22, 2017.

Challenge

The economic press to do-more-with-less has become the rule rather than the exception. In an environment of competing priorities for dollars, decision makers must make choices regarding the relative benefits of a variety social programs that aim to improve the lives of children, youth, families, and the elderly. Solely utilizing the return on investment approach for evaluation of social programs does not consider the value of prevention. The Human Services Department has been tasked with developing a three-year phase out of City funding for social services programs with a focus on keeping children and elderly services as a priority. The FY 17-18 Budget and the related ad valorem millage to fund the budget is based on this happening. The reduction in General Fund and HBCRA contribution went from \$2,315,718, (FY 16/17) to \$1,838,312 (FY 17-18).

Solution

The FY 17-18 to 19-20 Budgets will phase down allocating tax dollars to the Human Services Department on a gradual basis. Under the current Community Partnership Grants Program, the City and CRA provides \$704,118, which helped pay for 22 programs provided by non-profit organizations in FY 16-17. The services provided by the non-profit organizations help reduce the potential costs to government of more costly services that otherwise could be needed. The City grants potentially help provide the match for other grants they might not receive; and they might have to reduce the reach of their programs without the City money. The three-year phase down is a reasonable and thoughtful method to achieve a goal which is made necessary by historic deficit spending in the General Fund.

The three-year phase down, with the funding level dropping by one-third each year, eventually goes to zero. The Commission's action to commit partial funding for the coming budget year began the "request for application" process in which local non-profits apply for the funding. The Community Partnership Grants Committee has evaluated the applications and will issue recommendations to the City Commission regarding how the money should be allocated. Fifteen (15) organizations applied for grants in the 2017-2018 budget cycle with \$366,118 less in requests from the previous fiscal year.

The Administration's goal is not to eliminate the many programs enumerated in this Summer Study. The goal is to eliminate the General Fund's and HBCRA's contribution to these programs and replace that contribution with expanded grants and agency partnerships; and most importantly funds from a completely improved Community Benefit Program (CBP). While there is more detail on how this will be done in a separate Summer Study on the CBP/HOP transition, simply stated, the CBP/HOP dollars will the many programs covered in this Summer Study to continue while eliminating a major impact on the General Fund and the millage rate for the taxpayers of Hallandale Beach.

“The FY 17-18 to 19-20 Budgets will phase down allocating tax dollars to the Human Services Department on a gradual basis.”

Action Item(s)

Action items for the August 29th and 30th Budget Workshops:

1. The City Commission reaffirm the commitment made in the June 13, 2017, Workshop to phase down the property tax and HBCRA funding for the Human Services program over three fiscal years at the rate of 1/3 per year.
2. The City Commission take the necessary steps to improve the Community Benefits Program (CBP) and, based on a Community Needs Assessment, allocate the funds generated in the new CBP (to be renamed) to maintain and expand the Human Services Department programs. Staff analysis reflects that the funds generated from a new CBP, an expanded grants development office, concise zero-based performance outcomes, contractually written and monitored by a fully empowered internal monitoring program will result in better outcomes than the City currently receives at greatly reduced or eliminated cost to the General and HBCRA Funds.
3. The HOP Program will be eliminated effective September 30, 2017, with transition to internal monitoring of programs, greatly enhanced scrutiny of payment requests and some transitional help from a consultant.

In closing, the transition described in this Summer Study is necessary to balance the FY 17-18 General Fund Budget. It is true that a General Fund millage of 0.3585 mills would cover the cost for one year only if the phase down were not initiated beginning October 1, 2017. To kick this can down the road for another year is not enhancing the long term financial stability of the City. To begin the gradual phase down of General Fund and HBCRA support while beginning the ramp up funding from a reinvigorated CBP program so that the net dollars provided to help the vulnerable populations of the community and the citizens who enjoy cultural programs we support, will actually increase over the transitional period makes complete sense. In fact, the recommended program reflects a planned strategy of balancing a budget while maintaining services to a population of residents from throughout the City that need this assistance.