



**MIAMI-DADE COUNTY  
FINAL OFFICIAL  
Meeting Minutes**

**Mayor's Task Force on School Readiness**

**Ophelia Brown-Lawson Center**  
16425 NW 25<sup>th</sup> Avenue  
Miami, Florida 33054

December 7, 2011

As Advertised

Harvey Ruvin, Clerk  
Board of County Commissioners

Christopher Agrippa, Transitional Division Chief  
Clerk of the Board Division

Mary Smith-York, Commission Reporter  
(305) 375-1598



CLERK'S OFFICIAL MINUTES  
MAYOR'S SCHOOL READINESS TASK FORCE COMMITTEE 1  
December 7, 2011

The Mayor's School Readiness Task Force (MSRTF) Committee 1 convened a meeting on December 7, 2011, at 9:30 a.m., at the Ophelia E. Brown-Lawson Center, 16425 N.W. 25<sup>th</sup> Avenue, Miami, Florida, there being present Committee #1 Members: Richard Chisholm, Lucia Davis-Raiford, Julie Edwards, Milagros Fornell, Daryl Greenfield, Dr. Gail Gregg, Lisa Martinez, Ana Sejeck, Evelio Torres, and Renee Ward; and Committee #2 Members: Modesto Abety-Gutierrez, Sandra Anselme, Eddie Berrones, Jacqueline Clenace, Tonya Ferguson, Jane McQueen, Terry Rutherford, Franklin Sands, and Dr. William Zubkoff.

Staff members present were William Busutil, Office of Management & Business; Richard Signori, Community Action and Human Services Department; and Deputy Clerk Mary Smith-York.

Ms. Lisa Martinez, Senior Advisor, Office of the Mayor, called the meeting to order at 9:37 a.m. and expressed her appreciation to MSRTF members for their attendance and continued support on this worthwhile effort. She stated that the Mayor's intent in creating this Task Force was to gather input from stakeholders and experts for use in preparing a plan for full delegation of the Head Start Program. Ms. Martinez discussed the County's reorganization process that merged the Community Action Agency and Human Services Departments, bringing all the early childhood programs under one umbrella. She reviewed the process the Task Force had followed since its inception and described the method used to develop the guiding questions that yielded recommendations. Ms. Martinez recognized Mr. Busutil for his leadership and Task Force members for providing authentic feedback throughout this process and emphasized the importance of Task Force having the opportunity to share its perspective about key recommendations.

Ms. Martinez summarized the process used by a subgroup of Committee#1 to connect the preliminary recommendations and develop a PowerPoint Presentation, which would be shared today. She also explained the method used by a subgroup of Committee #2 to develop its PowerPoint Presentation. Ms. Martinez noted Committee #1 focused on key the following issues: Implementation Model, Process Improvement, Professional Development, Regulatory Requirements, and Alternative Approached for 2012-2013; and Committee #2 focused on Budgetary Issues and Staff Qualifications. She then opened the floor for Committee #1 to make its presentation.

**COMMITTEE #1 PRESENTATION:**

Dr. Gail Gregg, Daryl Greenfield, and Richard Chisholm presented Committee No. 1 recommendations as follows:

**IMPLEMENTATION MODEL**

**Recommendation #1:** Analyze the different models serving Head Start/Early Head Start families in other regions including approaches to:

- Tracking Academic Data (formative/summative/longitudinal; Birth – 3<sup>rd</sup> grade) in collaboration with higher education institutions;
- Developing a staffing plan for transitioning of County employees into new system;
- Implementing a research-based curricula;
- Tracking and analyzing family data;
- Attaining financial stability/sustainability;
- Ensuring delegate agencies' compliance with federal standards; and
- Creating/implementing a Quality Assurance Process.

Benefit:

- Generate a model based on sound research.

Challenge:

- Completing the process on time to enter into contract negotiations; and
- Without the opportunity to consider other options and without having adequate information beyond the full delegation model or other implementation models, some are concerned that we cannot confidently achieve the desired outcome, which is serving more children more effectively.

**Recommendation #2:** Assess the capacity of current and new delegate agencies or organizations to serve all children and families currently being served by the grantee:

Benefit:

- Services maintained within the target area.

Challenge:

- Assessing the capacity of the community to absorb the children currently being served by Community Action Agency/Head Start, prior to embracing a new implementation model; and
- Properly preparing/building capacity of preschools within the current geographic areas to ensure they qualified to apply/participate in the Head Start/Early Head Start Program.

### PROCESS IMPROVEMENT

**Recommendation #3:** Maximize quality service delivery by developing a tracking system for children and family outcomes including:

- Early learning exposures and transitions between early childhood programs;
- Assessment data (baseline/outcome);
- Assignment of Identification Numbers, either at birth or at entry into early care system, in partnership with Miami-Dade County Public Schools, i.e. Child Health Education Enrichment and Reporting System (CHEER); and
- Participation in the Quality Counts Program, with focus on accreditation.

Benefit:

- Ability to create policies and procedures based on the tracking information that addressed the needs of families and children, and to coordinate resources and services in the community.

**Recommendation #4:** Maximize quality service delivery by developing a tracking system to support professional development of staff:

- Educational plans;
- Progress towards goals; and
- Integration with participation in Quality Counts; i.e. Professional Development Registry.  
Benefit:
- Ability to accumulate data on workforce qualifications and professional development needs and to project costs for workforce requirements produced by performance measures. Educational standards will be met by all Head Start/Early Head Start organizations.

**Recommendation #5:** Create a cohesive salary schedule for all staff.

**Recommendation #6:** Establish standard rate per child across all agencies.

**Recommendation #7:** Improve programmatic and management monitoring process and consider participation from outside agency on monitoring/evaluating.

**Recommendation #8:** Improve hiring and retention practices.

**Recommendation #9:** Provide opportunities for research-based innovative practices.

**Recommendation #10:** Provide annual reports to the community, including family goals and children's outcomes.

**Recommendation #11:** Improve functionality of the Child Plus System.

**Recommendation #12:** Automate the registration process using the Child Plus System.

**Recommendation #13:** Create an eligibility process.

**Recommendation #14:** Provide comprehensive services.

**Recommendation #15:** Increase educational opportunities for administrators and practitioners.

**Recommendation #16:** Develop a continuous system linked to public assistance.

#### PROFESSIONAL DEVELOPMENT

**Recommendation #17:** Develop a comprehensive training program based on the Head Start/Early Head Start Program Standards and individual needs of all staff.

**Recommendation #18:** Create a strategic training plan based on:

- Changes in Performance Standards;
- Information that addresses critical areas:
  - Infant/Toddlers
  - Home-based Programs
  - Assessments/Screenings
  - CLASS
  - Early Literacy
  - Second Language Learners

#### REGULATORY REQUIREMENTS

**Recommendation #19:** Ensure transition meets the needs of various governing bodies including, but not limited to the Policy Council, the Board of County Commissioners, and Head Start.

**Recommendation #20:** Continue to leverage funding sources.

#### ALTERNATIVE APPROACHES FOR 2012-2013

**Recommendation #21:** Transfer 100 percent of slots currently provided by the grantee to delegate agencies.

Benefit:

- Decreased costs of operation regarding salaries and benefits.

**Recommendation #22:** Maintain responsibilities for monitoring and technical assistance with grantee, and increase the use of technology.

**Recommendation #23:** Outsource “back office” operations, including training, assessment and evaluation, and accounting/reimbursement responsibilities.

Benefit:

- Separating training/technical assistance from monitoring will ensure that the monitoring will be reliable.

Challenge: Developing the system in a timely manner.

**Recommendation #24:** This Committee continues to meet and examine Volunteer Pre-Kindergarten and School Readiness Programs.

#### COMMITTEE #2 PRESENTATION:

Mr. Eddie Berrones, Le Jordan Childcare Center, stated the guiding questions highlighted reviewing the budget to maximize the impact of service delivery and comparing how the County workforce compared to local agencies. He presented Committee #2’s recommendations as follows:

#### **BUDGETARY ISSUES & STAFF QUALIFICATIONS:**

**Recommendation #1:** Standardize Costs per Child

Desired Results:

- Serve more children;
- Ensure equitable allocation of funds;
- Ensure optimal quality education for every child;
- Provide accountability of funds for Miami-Dade County; and
- Maximize funds for direct services vs. administrative costs (with a cap on administrative costs).

Implementation Challenges:

- Economies of scale; and
- Inconsistency in “Cost of doing business” in Miami-Dade County.

**Recommendation #2:** Standardize Salary Schedules with Qualifications and Classifications for all Staff (administrators, teachers, social workers, etc.)

Desired Results:

- Equal qualifications that are justifiable;
- Efficient use of funds;
- Maximized County Dollars;

- Structured environment for students;
- Quality academic environment for students; and
- Funds accountability within Miami-Dade County.

Implementation Challenges:

- Varying effects for delegates and staff;
- Discouragement of qualified staff;
- Approval process by decision-making bodies; and
- Economies of Scale.

**Recommendation #3:** Standardize Program Expectations

**Recommendation #4:** Maximize the Use of Community Resources for Health, Mental Health and Disability Services

Desired Results:

- Uniform quality services for all children;
- Consistent delivery of services;
- Optimal compliance to federal regulations; and
- Elimination of discrimination among children and families.

Implementation Challenges:

- Program oversight
- Parental Compliance

**Recommendation #5:** Privatization of Maintenance Services

Desired Results:

- Maximized County dollars;
- Standardized prices for contracted services; and
- Cost saving measures.

Implementation Challenge:

- Lack of consistency in “Cost of doing business in Miami-Dade County.”

Discussion ensued among Task Force members regarding Recommendation #6-Full Delegation of Program. Mr. Andre Hall stated that it would cost the County money to implement full delegation of the HS/EHS Program and pointed out that only \$2 million of the federal grant would be available to the County. He added that the HS/EHS Program currently spent approximately \$7 million in administrative costs, which would need to come from the County’s General Fund.

Ms. Martinez advised that she would verify Mr. Hall’s comments with the County’s Budget Office and noted she had a different interpretation of where the County stood regarding this year’s budget. She interpreted Mr. Hall’s recommendation and added it to the list of implementation challenges to provide that possible budgetary issues could occur if the HS/ESH Program went to full delegation.

Discussion ensued among Task Force members regarding Mr. Hall’s concern that the County would become ineligible for USDA dollars because it no longer provided direct services, and would lose approximately \$2 million. Ms. Martinez clarified that members’

response was that those federal dollars would follow the child and, therefore, the funds would still be utilized for the children.

Ms. Martinez stated she wanted to validate that an existing analysis of the budget might not align with the Administration's version. She noted her goal to state that this process absorbed and accepted the input from the different perspectives. Ms. Martinez clarified that she used the word "possible" in the last implementation challenge, to reflect the potential need to follow-up on that point and obtain clarity. She pointed out, however, that she did not wish to discount the perception from important stakeholders that additional costs would be incurred from full delegation.

In response to Ms. Jane McQueen's concern regarding monitoring costs and unknown factors, including the number of agencies, Ms. Martinez recalled the Task Force recommended potential outsourcing of certain monitoring aspects of the program. She noted the Administration was looking at budget overruns and comprehensively absorbing the recommendations of the Task Force.

Mr. Berrones pointed out that monitoring had always been a part of the program; however, it was not administered properly and was now being emphasized as a very important aspect.

Further discussion ensued regarding monitoring and the program being able to operate within its federally allocated budget.

Pertaining to the issue of full delegation, Mr. Modesto Abety stated his opinion was that the stakeholders were being told they could no longer afford the children; that some of the children were more affordable than others; and that the only solution was full delegation. He noted that the Task Force's inability to fully consider the other alternatives to full delegation was not in the best interest of the children. Mr. Abety stated the Task Force had not fully explored what happened in Chicago, or in Broward County in which the Head Start Program was run by the School Board. He mentioned a recent transition in Washington, D.C., wherein the Head Start Program and the School System merged in a way that allowed the School System to provide accredited teachers to all classrooms and the Head Start Program provided for everything else, doubling the number of children enrolled. Mr. Abety stated he found the rush to full delegation and the politics that focused on that one solution very disturbing.

Ms. Martinez noted that a framework for this Task Force to work within existed; however, this speaker had provided an option that would delineate a different approach to delegation. She noted this would require the Task Force to enter conversations with other stakeholders, within the community, that might not want to explore that option within the prescribed framework. Ms. Martinez asked the Task Force to provide her with guidelines on how to reflect their position on being able to consider other options on the approach to full delegation, within this presentation.

Ms. Tonya Ferguson advised that this concern regarding full delegation was expressed by several members at the meeting on Monday, November 21, 2011. She stated that the issues being discussed at that meeting were not those that had the overwhelming concern among Task Force members. Ms. Ferguson stated there was major concern with the issue of full delegation.

In response to Ms. Ferguson's comments, Ms. Martinez acknowledged the concern among Task Force members regarding full delegation and stated she wanted this process to reflect that concern. She pointed out that she was given the task of developing a plan for full delegation. Ms. Martinez stated that her understanding of Mr. Abety's suggestion was that full delegation could be used forward in different approaches. She stated that, if that was the case, this recommendation reflected that option; however, it did not reflect the details of the approach that he referenced.

Ms. Ferguson noted her understanding was that there were other alternatives to full delegation.

Mr. Abety stated the Task Force were not given the alternative to explore within the Head Start Program, how it would propose to come in at budget; nor did it have the option to explore with the Superintendent the conditions under which he might consider a merger or becoming the lead agency of the Head Start Program. He further noted the Task Force had not been given the opportunity to explore a type of hybrid of all of the options, including having the Community Action Agency continue operating Head Start not as the lead agency; or continue as the lead agency and delegate out more slots; or the School System accepts the position of delegate agency; etc. He advised that the possibility existed that the Early Learning Coalition was in position to accept a leading role.

Ms. Martinez stated that because Miami-Dade County Public Schools anticipated incurring a \$200 million shortfall next year, it would be difficult for the County to embrace other options.

Dr. Gail Gregg, Committee #1 member, noted the current system was over budget and the County could no longer continue funding the costs. She stated the solution was to either cut services or people to reduce costs. Dr. Gregg noted the Task Force was not made aware of whether the Head Start employees, at the County level, were given the opportunity to resolve the budget issues.

In response to Dr. Gregg's concerns, Ms. Martinez advised that the County was currently dealing with Labor Relations in an effort to sort out those issues. She explained that the County chose to not go to full delegation this year to allow time to sort those issues out first.

Discussion ensued among Task Force members regarding Ms. Ferguson's request to add a recommendation that provided for more time and consideration to be given to other alternative approaches. Mr. Abety suggested the recommendation reflect the language "to continue to explore other hybrids that could serve the community better."

Mr. Daryl Greenfield, University of Miami, noted this process began with the notion that the goal was to ensure there were quality programs for children and families and that they were maintained. He stated that part of their task was to evaluate a model of full delegation implementation; adding that the Task Force was unable to do this. Mr. Greenfield stated he was not convinced full delegation was the best model for the children and that rushing into that particular approach might be detrimental to the children and the program. He advised that there was insufficient information to determine whether the single choice of full delegation was in the best interest of the children.

Ms. Martinez clarified that Mr. Greenfield's comments meant that the data was unavailable to make the assumption that the current model is the best model.

Further discussion ensued regarding issue of exploring other alternatives to full delegation of the Head Start Program. It was suggested that the County notify the federal government of its desire for this program to be competitively bid, providing the County and other interested parties with the opportunity to bid on a new model with a new scope that addressed all the issues. He noted it would be similar to pressing a "reset" button.

Mr. Abety expressed concern regarding the "reset button" approach and pointed out that there were 7,000 children and 80 sites currently receiving services. He noted the current program operated on a hybrid model.

Ms. Ferguson pointed out that implementation of the full delegation model by the targeted date of 2012-2013 was not possible.

Ms. Martinez reminded Task Force members that their charge was to review the key guiding questions and provide feedback. She questioned where the suggestion that the County notify the federal government that it desired to bid the Head Start Program would fit within the process.

Mr. Milagros Fornell, Miami-Dade Public Schools, suggested a point be added to Recommendation #6 under Implementation Challenges to reflect that some members of the Task Force believe that full delegation of the program at this time may be short-sighted and not in the best interest of the children.

Ms. Martinez advised Task Force members that their comments were being captured as public record every step of this process and acknowledged Mr. Fornell's point.

Discussion was held regarding Mr. Fornell's suggested implementation challenge, and members commented that his point was more a feeling than a challenge. Members concurred that the challenge was the short timeline.

In response to members' questions as to whether Mr. Fornell's suggested language could be added to the Task Force's report in a separate section, Ms. Martinez stated she,

personally, would not want to write it in. She advised that this point would be included in the minutes, which would be included as an attachment to the report. Ms. Martinez expressed concern that Committee #2 would be unable to complete its presentation within the time remaining and emphasized the importance of ensuring members' viewpoints on the entire presentation were captured in the sunshine and made public record. She reiterated that their input would be included within the process; however, the timeframe would not allow discussion groups entertaining new recommendations.

A Task Force members stated that it was a serious implementation challenge when the information needed was not available, and the belief and support of the community in implementing something that might not be in the best interest of the children was moved forward.

In response, Ms. Martinez clarified that the Task Force was proposing that there was a sentiment among Task Force members and within the community that full delegation was not the best path to go down and would cause an implementation challenge. Upon hearing a Task Force member's response that it was not a sentiment, she expressed her understanding as the Task Force was not sure that full delegation would actually serve more children.

In response to Ms. Martinez' request for information explaining why Task Force members felt that full delegation might not be the best solution, members stated that insufficient information was provided for the Task Force to be certain that the implementation of full delegation would accomplish the end result of serving more children effectively.

Upon returning to Committee #1's presentation slide on "Implementation Model," Task Force members concurred that the second point under "Challenge" should be revised to reflect "Without the opportunity to consider other options and without having adequate information beyond the full delegation model or other implementation models, some are concerned that we cannot confidently achieve the desired outcome, which is serving more children more effectively," which was immediately incorporated into the presentation.

***Recommendation #6: Full Delegation Program***

Desired Results:

- Maximized County resources;
- More children served;
- Levels and Quality of services maintained in targeted areas;
- Phasing in of full delegation system;
- Head Start/Early Head Start Program expenses maintained within federal allocation; and
- Explore other hybrid models to better serve the community

Implementation Challenges:

- Adhering to tight timelines
- Creating continuity among multiple providers
- Gaining consensus from all decision-makers

- Maintaining facilities in targeted areas
- Developing a Plan of Service Recovery in the event of service provider default
- Incurring possible unanticipated costs during implementation of full delegation model

GOVERNANCE:

**Recommendation #1:** Outline Principles of Governance

Desired Results:

- Democracy
- Fair representation
- Participation by parents
- Effective communication
- Always promote quality in governance
- Constant evaluation and improvement of services for children.

Implementation Challenges:

- Consensus among stakeholders
- More central participation of parents in the Countywide needs assessment

**Recommendation #2:** Establish “Resolution Committee

Desired Results:

- Reinforce principles
- Achieve timely consensus when disputes occur
- Ensure follow-through for an effective program

Implementation Challenges

- Identifying informed, productive committee members;
- Time constraints
- Distribution of accurate information
- Elimination of biased agenda

**Recommendation #3:** Alternative Policy Council Composition – 23 Members:

Head Start-4Delegate/4Grantee; Home Base-1Delegate/1Grantee; Early Head Start-1Delegate/1Grantee; BCC-2Grantee; Community Action Agency-1; Former Parents-1Delegate/1Grantee; Community Representatives-3Delegate/3Grantee.

Desired Results:

- Fair Composition
- Democracy
- Fair representation
- Participation by parents
- Revision of composition as needed

Challenges:

- Consensus among decision-makers
- There is a current new composition that was recently voted on by the BCC that the Policy Council had not yet approved.

Mr. Hall expressed his understanding that during discussion of this recommendation, a consensus was reached that BCC members were not needed on the Policy Council because they acted as the grantee and had final say in the entire process.

To clarify Mr. Hall's comments, Ms. Ferguson stated that members of the BCC were able to vote; however, actual commissioners would not sit on the Policy Council and would be represented by a community representative.

Mr. Greenfield advised that he introduced the issue of the Policy Council's composition to be entered as an alternative to be considered, as it appeared to be the nature of the existing impasse. He indicated that his recommendation took into account that the Policy Council currently consisted of 19 members as recommended by the Board of County Commissioners. Mr. Greenfield noted that no Resolution Committee currently existed; however, he stated he believed that a process existed whereby that committee could be established.

Dr. William Zubkoff, Community Action Committee, spoke in opposition to including a recommendation on the Policy Council's composition and pointed out that the BCC had decided on the Policy Council's composition last July, and had acted on that decision.

Ms. Ferguson expressed her disagreement with Dr. Zubkoff's comments and noted all decision-making entities, including the Policy Council composition, should be derived within the Policy Council. She advised that the issue of the Policy Council's composition was introduced to initiate discussion on the two major decision-making bodies.

In response to Dr. Zubkoff's comments regarding the Policy Council's composition, Ms. Martinez questioned whether he was stating that this recommendation could be challenging because the BCC had already submitted a new composition to the Policy Council.

Discussion ensued among Task Force members regarding the responsibility of the BCC, as the grantee, to decide the Policy Council's composition. It was also noted that, using a shared governance approach, the Policy Council had to approve the BCC's decision on the composition. Members also addressed the issue that delegate agencies had no representation on the Policy Council for years and that the BCC addressed this issue for the first time last summer.

Ms. Ferguson advised that the purpose for recommending an alternative composition was because 100 percent of the program's responsibility was with the grantee.

## COMMUNITY OUTREACH AND PROGRAM COORDINATION

**Recommendation #1:** Using Technology and Community Events to Maximize Service Delivery to Children and Families

**Strategy #1:** Use of Smart Phones

Benefits:

- Capturing data
- Cost efficiency
- Greater access

Implementation Challenges:

- Costs
- Time
- Effort

**Strategy #2:** Hold More Children-oriented Events and Ad Campaigns

Benefits:

- Capturing data instantly with the use of smart phones
- Reaching targeted populations effectively
- Attaining greater participation using celebrity appearances at the events

Implementation Challenges

- Funding
- Time
- Effort in finding the right celebrity

**Strategy #3:** Use of Non-traditional Distribution Places, Such as Stores and Churches

Benefits:

- Reach more people
- Reach current parents
- Encourage participation by informing communities
- Support morale

Implementation Challenges:

- Creating relationships with non-traditional outlets

**Recommendation #2:** Using Information Sharing & Community Outreach to Parents

Regarding Services

**Strategy #1:** Incentive System to Encourage Continuous Participation and Learning

Benefits:

- Win-Win situation for provider and recipient
- Opportunity for corporate and social services community to work together

Implementation Challenges:

- Funding
- Time
- Must be conditioned to prescribed learning

**Strategy #2:** More Incentives for Early Childhood Development

Benefits:

- Early learning starts at home
- Readiness of children provides for efficient teaching

Implementation Challenges:

- Changing the current mindset about early learning

**Strategy #3:** Bringing Parents Back to School

Benefits:

- Educated parents equal educated children
- Easier to share Home-based strategies for learning

Implementation Challenges:

- Assessing parents' educational abilities
- Identifying funding sources

**Strategy #4:** Sharing Academic Data between Volunteer Pre-Kindergarten, Head Start, and School Readiness Programs:

Benefits:

- Fewer Assessments needed
- Children progress faster
- More informed educators
- Network of Services in Place/Needs of Planning created

Implementation Challenges

- Funding to integrate system
- Creation of a system for use by all providers

#### PROCESS IMPROVEMENT AND PROXIMITY OF FACILITIES

**Recommendation #1:** Develop a Single Point of Entry for All Children

Benefits:

- Easy access for families
- Reduced costs due to in-house recruitment

Implementation Challenges:

- Identifying knowledgeable staff
- Developing sensitivity to family needs

**Recommendation #2:** Expand the Eligibility Term in School Readiness from Six Months to One Year

Benefits:

- Time for family to stabilize
- Continuity of care and education for children

**Recommendation #3:** Use Volunteer Pre-Kindergarten Voucher

Benefits:

- Continuation of learning during the summer months
- Utilization during school year allows blending of funding and decreases costs

Implementation Challenges:

- Availability of staff and facilities during summer months
- Funding for salaries

Upon Committee #2's conclusion of its PowerPoint presentation and discussion, Ms. Martinez advised that she would submit to each Task Force member a formatted copy of the revised recommendations from today's discussions. She stated that she would like both Committees to share their presentations with the Mayor on Friday and that the Mayor would like to thank each of the members. She asked each Committee designate a spokesperson to present the recommendations on Friday and expressed her sincere appreciation for everyone's participation in this process.

Task Force members expressed their appreciation to Ms. Martinez for her leadership in the process.

There being no further questions or comments, the meeting adjourned at 11:59



**Miami-Dade County  
Mayor's Taskforce on School Readiness  
December 7, 2011**

Prepared by: Mary Smith-York

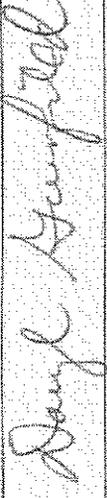
**EXHIBITS LIST**

<b>NO.</b>	<b>DATE</b>	<b>ITEM #</b>	<b>DESCRIPTION</b>
1	12/07/2011		Committee No. 1 Attendance Sheet
2	12/07/2011		Committee No. 2 Attendance Sheet
3	12/07/2011		Committee No. 1 Recommendations & Feedback
4	12/07/2012		Committee No. 2 Recommendations & Feedback
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*Vote 1*

Miami-Dade County  
Mayor's Taskforce on School Readiness  
Ophelia E. Brown-Lawson Center  
16425 NW 25th Avenue, Miami Gardens  
Wednesday, December 7, 2011  
9:30 a.m. to 11:00 a.m.

Committee #1

Name	Organization	Signature
Ana Sejeck	The Early Childhood Initiative Foundation	
Ann Karen Weller	Miami-Dade Health Department	
Daryl Greenfield	University of Miami	
Dunia Miranda	La Scala El Bebe	
Esther Jacobo	Department of Children and Family	
Evello C. Torres	Early Learning Coalition of Miami-Dade/Monroe	
Dr. Gail Gregg	Florida International University	
Gladys Montes	United Way of Miami-Dade	
Janice Nelson	Cutler Ridge United Methodist Church	

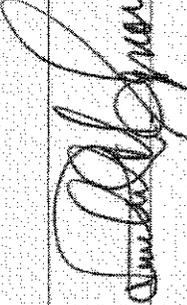
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Name	Organization	Signature
John Goodwin	KIDCO 1 Head Start Parent Representative	
Julie Edwards	Community Action and Human Services Department	<i>Julie Edwards</i>
Kaney Ratteray	VPK Parent Representative	
Lisa Martinez	Miami-Dade County Office of the Mayor	<i>Present</i>
Lucia Davis-Ralford	Community Action and Human Services Department	<i>Present</i>
Dr. Makola M. Abdullah	Academic Affairs Florida Memorial University	<i>Present</i>
Melinda Myles	School Readiness Parent Representative	
Milagros Fornell	Miami Dade Public Schools	<i>Milagros Fornell</i>
Judge Orlando Prescott	Juvenile Justice Center	
Renee S. Ward	Miami Children's Initiative	<i>Present</i>
Richard Chisholm	Family Christian Association of America (FCAA)	<i>Present</i>
Susan Argulo	St. Thomas University	
Dr. Terry Piper	Barry University	



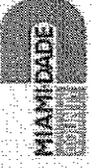
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**16425 NW 25th Avenue, Miami Gardens**  
**Wednesday, December 7, 2011**  
**9:30 a.m. to 11:00 a.m.**

**Committee #2**

Name	Organization	Signature
Jacqueline Cienance	Miami-Dade Chamber of Commerce	
Carolyn Nelson-Goederit	Miami-Dade County Council PTA/PTSA	
Judge Cindy Lederman	Juvenile Justice Center	
David Lawrence, Jr.	The Early Childhood Initiative Foundation	
Eddie Berrones	Le Jardin Childcare Center	Present 
Mr. Franklin Sands	St. Albans Day Nursery	
Dr. Helen Blanch	Miami-Dade Public Schools	
Iraida Mendez-Cartaya	Miami-Dade Public Schools	
Jane McQueen	Community Action and Human Services Department	Present 
Jesse Leon	Greater Miami Chamber of Commerce - JT Morgan Chase Foundation	Present 

Conte 2

Name	Organization	Signature
Rodolfo E. Abety-Gutierrez	The Children's Trust	<i>[Signature]</i>
Thyllis Tynes-Saunders	Community Action and Human Services Department	<i>[Signature]</i>
Honorable Rebeca Sosa	Miami-Dade County Commissioner District 6	<i>[Signature]</i>
Rodney Demeritte	Chair, Head Start Policy Council	<i>[Signature]</i>
Rose Mary Moreno	REM Learning Center	<i>[Signature]</i>
Landra Anselme	Miami-Dade County Head-Start Teacher	<i>[Signature]</i>
Dr. Susan Neimand	Miami-Dade College	<i>[Signature]</i>
Terry Rutherford	Christ Children Academy	<i>[Signature]</i>
Tonya Ferguson	Head Start Parent Representative	<i>[Signature]</i>
Vance Aloupis	The Children's Movement	<i>[Signature]</i>
Dr. William Zubkoff	Board Chairman -Community Action Committee	<i>[Signature]</i>
Parent Representative	Head Start Policy Council	<i>[Signature]</i>
Parent Representative	Head Start Policy Council	<i>[Signature]</i>



Miami-Dade County  
 Mayor's Taskforce on School Readiness  
 Ophelia E. Brown-Lawson Center  
 16425 NW 25th Avenue, Miami Gardens  
 Wednesday, December 7, 2011  
 9:30 a.m. to 11:00 a.m.

Name	Organization	Signature
Magaly C. Abante	M-DCPS	<i>Magaly C. Abante</i>
Alex George	HEAD START	<i>Alex George</i>
Levin Campford	Head Start	<i>Levin Campford-Barley</i>
Cynthia Herodius	S.L.C.O.C.	<i>Cynthia Herodius</i>



***Mayor's Task Force  
on School Readiness  
Committee #1  
Recommendations  
and Feedback***

# Focus Areas

Implementation Model

Process Improvement

Professional Development

Regulatory Requirement

Alternative Approaches for 2012-2013

# Implementation Model

## Recommendation #1

Analyze the different models serving HS/EHS families in other regions including approaches to:

- Tracking Academic Data (formative/summative/ longitudinal -Birth -3<sup>rd</sup> grade) in collaboration with higher education institutions
- Staffing plan/ transition of county employees
- Research based curricula
- Tracking and analysis of family data
- Financial stability/ Sustainability
- Compliance with federal standards
- Quality Assurance Process

# Implementation Model

## Recommendation #1 ( Continued)

### Benefit:

- Generate a model based on sound research.

### Challenge:

- Completing process on time to enter into contract negotiations.
- Without the opportunity to consider other options and having adequate information beyond the full delegation model and other implementation models, some are concerned that we cannot confidently achieve the desired outcome which is serving more children more effectively.

# Implementation Model

## Recommendation #2

Assess the capacity of current and new delegate agencies or organizations to serve all children and families currently being served by the grantee.

### **Benefit:**

- Services are maintained in the target area.

### **Challenge:**

- Prior to embracing a new implementation model, it is important to assess the capacity of the community to absorb the children currently being served by CAA/Head Start.
- Properly preparing/building capacity of preschools within current geographic areas, so that they will be qualified to apply/participate in the Head Start/Early Head Start Program



# Process Improvement

## Recommendation #3

Maximize quality service delivery by developing a tracking system for children and family outcomes including:

- Early learning exposures and transitions between early childhood programs
- Assessment data (baseline/outcome)
- Partnership with M-DCPS to assign Identification Number either at birth or at entry into early care system. (i.e. CHEER System- Child Health Education Enrichment and Reporting System)
- Participate in the Quality Counts Program (with a focus on accreditation)

### **Benefit:**

Ability to create policies and procedures based on the tracking information that address the needs of families and children. Ability to coordinate resources and services in the community.



# Process Improvement

## Recommendation #4

Maximize quality service delivery by developing a tracking system to support professional development of staff.

- Educational plans
- Progress toward goals
- Integrate with participation in Quality Counts ( i.e. Professional Development Registry)

### **Benefit:**

Data on workforce qualifications and professional development needs. Ability to project costs to meet the workforce requirements stated by the performance measures. All HS/EHS organizations will meet educational standards for 2013.



# Process Improvement

## Recommendation #5

Create a cohesive salary schedule for all staff.

## Recommendation #6

Establish standard rate per child across all agencies.

## Recommendation #7

Improve programmatic and management monitoring process. (consider some participation from outside agency to monitor/evaluate)

# Process Improvement

## Recommendation #8

Improve hiring and retention practices.

## Recommendation #9

Provide opportunities for research-based innovative practices.

## Recommendation #10

Provide annual reports to the community including family goals and children's outcomes.

## Recommendation #11

Improve functionality of the Child Plus System.



# **Process Improvement**

*(for School Readiness & VPK)*

## **Recommendation #12**

Automate the registration process using Child Plus.

## **Recommendation #13**

Create an eligibility process.

## **Recommendation #14**

Provide comprehensive services.



# **Process Improvement**

*(for School Readiness & VPK)*

## **Recommendation #15**

Increase educational opportunities for administrators and practitioners

## **Recommendation #16**

Develop a continuous system linked to public assistance.

# Professional Development

## Recommendation #17

Develop a comprehensive training program based on the HS/EHS standards and individual needs of all staff.

## Recommendation #18

Create a strategic training plan based on:

- Changes in Performance Standards
- Information that addresses critical areas
  - Infant/Toddlers
  - Home-Based Programs
  - Assessments/Screenings
  - CLASS
  - Early Literacy

Second Language Learners



# Regulatory Requirements

## Recommendation #19

Ensure transition meets the needs of various governing bodies including but not limited to the Policy Council, the Board of County Commissioners, Head Start, etc.

## Recommendation #20

Continue to leverage funding sources.



# Alternative Approaches for 2012-2013

## Recommendation #21

Transfer 100% of slots currently provided by the grantee to delegates.

**Benefit:** Decrease costs of operation regarding salaries and benefits.

## Recommendation #22

Maintain responsibilities for monitoring and technical assistance with grantee. Increase use of technology.



# Alternative Approaches for 2012-2013

## Recommendation #23

Outsource “back office” operations including training, assessment and evaluation, and accounting/reimbursement responsibilities.

**Benefit:** Separating training/technical assistance from monitoring ensures that the monitoring will be reliable.

**Challenge:** Developing the system in a timely manner.

# **Alternative Approaches for 2012-2013**

## **Recommendation #24**

This committee continues to meet to examine VPK and School Readiness.



***Mayor's Task Force  
on School Readiness  
Committee #2  
Recommendations  
and Feedback***



# Budgetary Issues and Staff Qualifications



## **Recommendation #1 Standardize Cost Per Child**

### **Desired Results:**

- Potentially Serve More Children
- Ensure Equitable Allocation of Funds
- Ensure Optimal Quality Education for Every Child
- Provide Accountability of Funds for Miami Dade County
- Maximizing Funds for Direct Services vs. Administrative Costs (with a cap on administrative costs)

### **Implementation Challenges:**

- Economy of Scale
- Lack of consistency in “Cost of doing Business” in Miami Dade County



## **Recommendation # 2**

**Standardize salary schedules with qualifications and classifications for all staff (administrators, teachers, social workers, etc.)**

### **Desired Results:**

- Equal qualifications that are justifiable
- Efficient use of funds
- Maximization of County Dollars
- Provide Structured Environment for Students
- Provide Quality Academic Environment for Students
- Accountability of Funds for Miami Dade County

### **Implementation Challenges**

- Varying effects for Delegates and Staff
- Discouragement of Qualified Staff
- Approval Process by Decision Making Bodies
- Economy of Scale



## **Recommendation # 3**

### **Standardize Program Expectations**

#### **Desired Results:**

- Assurance that all Children Receive Uniform Quality Services
- Ensure Consistent Delivery of Services
- Ensure Optimal Compliance to Federal Regulations
- Ensure No Discrimination Among Children & Families

#### **Implementation Challenges:**

- Program Oversight



## **Recommendation # 4**

### **Maximize the Use of Community Resources for Health, Mental Health and Disability Services**

#### **Desired Results:**

- Assurance that all Children Receive Uniform Quality Services
- Ensure Consistent Delivery of Services
- Ensure Optimal Compliance to Federal Regulations
- Ensure No Discrimination Among Children & Families

#### **Implementation Challenges**

- Parental Compliance
- Program Oversight

## **Recommendation # 5**

### **Privatization of Maintenance Services**

#### **Desired Results:**

- Maximization of County Dollars
- Standardized Prices of Contracted Services
- Cost Saving Measure

#### **Implementation Challenges:**

- Lack of consistency in “Cost of doing Business” in Miami Dade County



## **Recommendation # 6**

### **Full Delegation of Program**

#### **Desired Results:**

- Maximize County Resources
- Serve More Children
- Level of Services Maintained in Targeted Areas
- Quality of Services Maintained
- Possible phasing in of Full Delegation System
- Work within federal allocation for Head Start/Early Start Program
- Continue to explore other hybrid models that could serve the community better.

#### **Implementation Challenges:**

- Tight timelines
- Creating Continuity Among Multiple Providers
- Gaining Consensus from All Decision Making Bodies
- Maintaining Facilities in Targeted Areas
- Development of Plan for Service Recovery in the Event of a Service Provider Default.
- Possible unanticipated costs to be incurred in implementing full delegation model

# Governance



# **Recommendation #1**

## **Outline Principles of Governance**

### **Desired Results:**

- Democracy
- Fair representation
- Participation by parents
- Effective communication
- Always promote quality in governance
- Constant evaluation and improvement of services for children

### **Implementation Challenges:**

- Consensus amongst stakeholders
- More central participation by parents in the Countywide needs assessment



## **Recommendation #2 Establish "Resolution Committee"**

### **Desired Results:**

- Reinforces principles
- Achieves timely consensus when disputes occur
- Ensures follow-thru for an effective program

### **Implementation Challenges:**

- Identifying informed, productive committee members
- Time
- Distribution of accurate information
- Eliminating biased agendas

## **Recommendation #3**

### **Alternative Policy Council Composition**

- (HS-4(D), 4 (G), Home base (1/1), EHS (1/1) currently enrolled parents; BCC-2, CAA-1, Former Parents-1/1, Community Representatives 3-3. Total 23 Members

#### **Desired Results:**

- Fair Composition
- Democracy
- Fair representation
- Participation by parents
- Revision of composition as needed

#### **Challenges:**

- Consensus amongst decision makers
- There is a current new composition that was recently voted on by the BCC and the Policy Council has not approved it yet.

# Community Outreach and Program Coordination



# **Recommendation #1**

**Using Technology and Community  
Events to Maximize Service Delivery  
to Children and Families**



# Strategy #1 Use of Smart Phones

## Benefits

- Capturing data
- Cost efficiency
- Greater access

## Implementation Challenges

- Costs
- Time
- Effort



## **Strategy #2**

### **Hold More Children Events & Ad Campaigns**

#### **Benefits:**

- Capturing data instantly with the use of smart phones
- Effective in reaching targeted population
- Audience will respond to celebrity appearances at these events

#### **Implementation Challenges**

- Money
- Time
- Effort of Finding the right Celebrity



## **Strategy #3**

### **Use of Non-Traditional Distribution Places Such as Stores and Churches**

#### **Benefits:**

- Reach More Unaware People
- Reaching current parents
- Informed Community Encourages Participation
- Added morale support

#### **Implementation Challenges:**

- Creating Relationships with Non-Traditional Outlets



# **Recommendation # 2**

**Using Information Sharing & Community  
Outreach to Parents Regarding Services**



## **Strategy #1 Incentive System to Encourage Continuous Participation and Learning**

### **Benefits:**

- A Win-Win for Provider and Providee
- Opportunity for Corporate and Social Services Community to Work Together

### **Implementation Challenges:**

- Money
- Time
- Must be Conditional to Prescribed Learning



## **Strategy #2**

### **More Incentives for Early Child Development**

#### **Benefits:**

- Early Learning Starts at Home
- Readiness of Children Allows Efficient Teaching

#### **Implementation Challenges:**

- Changing Mind-Set About Early Learning



## **Strategy #3**

### **Bringing Parents Back to School**

#### **Benefits:**

- Educated Parents = Educated Children
- Easier to Share Home-Based Strategies for Learning

#### **Implementation Challenges**

- Assessing Parents' Educational Abilities
- Money – Who's Going to Pay for it?



## **Strategy # 4**

### **Sharing Academic Data Between VPK, Head Start, and School Readiness Programs**

#### **Benefits:**

- Fewer Repeats of Assessments
- Children are Able to Progress Quicker
- Informed Educators
- Create a Network of Services in Place/Needs of Planning

#### **Implementation Challenges**

- Money to Integrate System
- Creating a System that All Providers May Use



# Process Improvement and Proximity of Facilities



## **Recommendation #1**

### **Develop a Single Point of Entry for All Children**

#### **Benefits**

- Easy Access for Families
- Cost Benefit Due to In-House Recruitment

#### **Implementation Challenges**

- Knowledgeable Staff
- Sensitivity to Family Needs



## **Recommendation # 2**

### **Expand The Eligibility in School Readiness from 6 Months to a Year**

#### **Benefits:**

- Family to Stabilize Situation
- Children to Have Continuity in Care and Education



## **Recommendation # 3**

### **Use VPK Voucher**

#### **Benefits:**

- Continuation of Learning During Summer Months
- If Utilized During the School Year, Blend Funding and Decrease Costs

#### **Implementation Challenges:**

- Availability of Staff and Facilities During Summer Months
- Salaries

