

Memorandum

MIAMI-DADE
COUNTY

Date: March 12, 2008

To: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

EDHS
Agenda Item No. 4(A)

From: George M. Burgess
County Manager



Subject: Model Process for Solicitation and Allocation of Funding for Community-Based Organizations

Recommendation

It is recommended that the Board of County Commissioners (BCC) approve the Model Process included as Attachment 1 for the solicitation and allocation of funding for Community-Based Human Services Organizations commencing in FY 2008-09.

Scope

The Model Process details the components that will be implemented in the development and implementation of a process for the competitive solicitation of proposals and allocation of funding for Community-Based Organizations (CBOs) providing human services, beginning in FY 2008-09.

Fiscal Impact/Funding Source

Funding for CBOs will be contingent upon the overall funds available for FY 2008-09.

The proposed process includes a recommendation on the development of a staffing component that will oversee the process which may potentially have a fiscal impact. It is anticipated that if additional funding is required to support staff, funds will be allocated from the total allocation for the CBOs. Funding was previously provided to the Alliance for Human Services for the solicitation process. However, this funding was eliminated as part of the FY 2007-08 Approved Budget.

Track Record/Monitor

The development of the process will be overseen by staff from the County's Executive Office (CEO).

Background

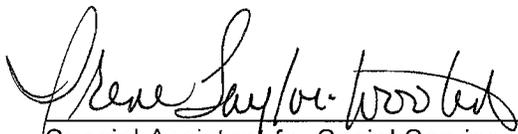
As part of the FY 2007-08 Resource Allocation Plan the Alliance for Human Services was removed from the solicitation and allocation process for the funding of human service community-based organizations.

During the budget process discussions were held with staff, the United Way, and various members of the Board on the development of a process that would be inclusive and sensitive to the diverse needs of the Miami-Dade County community. It was agreed that staff would work closely with the United Way and others on the development of a new competitive solicitation and allocation process for Board consideration that would commence with funding for FY 2008-09.

To this end, two meetings were convened. The first was with a large contingency of County staff and representatives from various organizations in order to formulate ideas on how to improve the overall process. The second meeting was composed of a smaller working group charged with developing the framework for the process and making recommendations on staff to be involved in the process. Additionally, while the Alliance would no longer be involved in the allocation of CBO funding, Alliance board members also expressed their interest in assisting the County with the development of a new, more inclusive solicitation process and a more results oriented comprehensive evaluation method.

On January 22, 2008 the Board was advised via memorandum of the components of the process and the team leaders selected to steer the project to completion. A copy of this memorandum is incorporated as Attachment 2. The attached plan is the result of the team's efforts and is presented for consideration of the BCC.

Attachments


Special Assistant for Social Services



MEMORANDUM

(Revised)

TO: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners

DATE: April 8, 2008

FROM: 
R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No.

Please note any items checked.

_____ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised

_____ 6 weeks required between first reading and public hearing

_____ 4 weeks notification to municipal officials required prior to public hearing

_____ Decreases revenues or increases expenditures without balancing budget

_____ Budget required

_____ Statement of fiscal impact required

_____ Bid waiver requiring County Manager's written recommendation

_____ Ordinance creating a new board requires detailed County Manager's report for public hearing

_____ Housekeeping item (no policy decision required)

_____ No committee review

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. _____

RESOLUTION NO. _____

RESOLUTION APPROVING THE MODEL PROCESS FOR
THE SOLICITATION AND ALLOCATION OF FUNDING
FOR COMMUNITY-BASED HUMAN SERVICES
ORGANIZATIONS COMMENCING IN FY 2008-09

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memo and its attachments, copies of which are incorporated herein by reference

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board hereby approves in substantially the same form as attached, the Model Process for the Solicitation, Allocation of funding, and Evaluation and Monitoring for Community-based organizations commencing in FY 2008-09, and authorizes the County Mayor or his designee to exercise any amendment or modification of the process on behalf of Miami-Dade County, Florida.

The foregoing resolution was offered by Commissioner _____, who moved its adoption. The motion was seconded by Commissioner _____ and upon being put to a vote, the vote was as follows:

	Bruno A. Barreiro, Chairman	
	Barbara J. Jordan, Vice-Chairman	
Jose "Pepe" Diaz		Audrey M. Edmonson
Carlos A. Gimenez		Sally A. Heyman
Joe A. Martinez		Dennis C. Moss
Dorrin D. Rolle		Natacha Seijas
Katy Sorenson		Rebeca Sosa
Sen. Javier D. Souto		

The Chairperson thereupon declared the resolution duly passed and adopted this 8th day of April, 2008. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

By: _____
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

MD

Mandana Dashtaki

Model Process for Solicitation, Evaluation and Monitoring of Grant Proposals for Human Services

BACKGROUND

As described in my January 22, 2008 memo, during the second budget hearing for the FY 2007-08 Resource Allocation Plan it was agreed that staff would work on the development of a new competitive solicitation process to allocate funding for community-based organizations (CBOs) providing human services beginning in FY 2008-09, and submit the process for Board consideration. The need for such a process has been expressed by you as well as by the community; particularly during the past year.

To this end, I convened a meeting with County staff and representatives from various organizations to “brainstorm” about how to improve the competitive solicitation and ongoing monitoring and evaluation processes for CBOs and to solicit recommendations on the development of a new process. Attendees at the meeting represented the broad spectrum of planners and allocators of social service funds in our community, including representatives from the Alliance for Human Services (AHS) and other funding organizations. The contingent of invited attendees was considered by many to be the experts in this area. The input from the group supported the need for a process that was highly respectable, transparent, based on need, and under the direction of a single entity. Additionally, there was consensus that the process should include a mechanism that facilitates capacity building for the smaller CBOs, as well as a comprehensive evaluation component that is outcome driven.

Subsequent to this meeting, I appointed a smaller working group to develop a framework for the process and provide recommendations on the staff that should be involved in this undertaking. This group was composed of staff from my office, Office of Strategic Business Management (OSBM), Department of Human Services, Cultural Affairs, Homeless Trust, United Way, The Children’s Trust and the Alliance for Aging.

To ensure that a concentrated effort is put forth in achieving this goal, County staff has identified individuals to serve as team leaders to work in conjunction with other staff and/or community representatives in the development of each of the components determined to be essential to ensuring the success of this endeavor. The team leaders are David Raymond, Executive Director of the Miami-Dade County Homeless Trust, and Deborah Margol, Deputy Director, Department of Cultural Affairs. Their selection was based on their knowledge, experience and understanding of funding allocation processes.

Listed below are the components of the process that the team, at a minimum, will be responsible for addressing in their execution of this assignment and the expected outcomes.

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I. Development of the Overall Process for Solicitation of Proposals and Establishment of Funding Categories and Priorities

Outcome: A proposed model that outlines the structure of the oversight entity; the manner in which focus areas would be selected, funding levels determined, and how the solicitation, application, award and evaluation processes would function.

II. Development of Request for Proposal (RFP)

Outcome: A needs based Request for Proposals (RFP) that delineates the amount of funding to be awarded, the areas to be funded, the application process, and how applications will be scored and reviewed.

III. Evaluation/Monitoring Process

Outcome: A proposed comprehensive evaluation/monitoring process that will be utilized to monitor CBOs.

The Plan outlined below is presented for your consideration and approval

PROPOSED TRANSITION STRATEGY FOR 2008-09

For the past several years the application process has rewarded those providers that wrote the best applications and/or those with a history of receiving funding. While past performance was reviewed in the application process, it was certainly not the focus. Further, there was a lack of coordination, between the Alliance for Human Services and Department for Human Services contractual performance review process and future funding decisions.

Given the timeline for developing and analyzing community need, unmet need and establishing funding priorities with key stakeholder's input, and conducting an evaluative process for implementation in FY 2008-09, it is recommended that an interim grant award process be implemented for FY 2008-09 which rewards those high performing agencies and requires performance improvement plans, or in some cases de-funding of low performing agencies.

- Based on this assumption, the designated staff will develop and implement an interim evaluative process **based on performance evaluation criteria for FY 2007-08 contracts** which drives agency funding for FY 2008-09.

FY 2008-09 RENEWAL FUNDING PERFORMANCE EVALUATION PROCESS

CBO's funded to provide services during FY 2007-08 shall be evaluated for performance and achievements based on the first six months of the current fiscal year (October 1, 2007 through March 31, 2008).

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Consistent with current Department for Human Services (DHS) and past Alliance for Human Services' (AHS) practices, performance shall be reviewed in several areas.

- **Administrative Review**- Program Manuals, Licensure/Certification, Payroll and attendance records
- **Fiscal Operations Review**- Payroll journals, IRS compliance (timely submission of Form 941, 900), bank statements, journal ledgers, expenditures, written financial controls and fiscal management procedures, segregation of duties, internal controls, insurance coverage, revenues versus expenditures, certified audit (as applicable e.g. not for very small CBOs),
- **Personnel Administrative Review**- Employees' compliance with contractual tasks, job descriptions, personnel files, background screening, sub-contracts/leases, IRS 1099 (as applicable),
- **Quality Assurance Review**-Mechanism for client feedback, client records (storage and confidentiality), documentation of client level services and progress, case staffings and client record reviews,
- **Contractual Performance Goals**- An assessment of each contract's compliance with actual goals against contracted goals at six months (Period of October 1, 2007 -March 31, 2008),

While in the past all of these elements were examined, they were done by two separate entities (DHS and AHS). There was no true coordination of the results of these independent processes and also no impact on funding for future years, except in extreme cases where a provider agency failed to procure insurance or submit appropriate documentation to secure a contract. Instead, this interim process makes the best use of elements which are currently under review, and thus would not be an unexpected audit of currently funded agencies. It would however result in a consistent and appropriate review of all funded CBOs until a new process is created for the FY 2009-10 and thereafter.

SCORING CRITERIA- In order to translate the process above into tangible results of the six month reviews, CBOs would be assigned a grade consistent with their overall point score in the areas highlighted above. Grades of A or B would receive renewal funding for FY 2008-09 at graduated levels described below. Those CBOs achieving a C or D would be placed on a Performance Improvement Plan (PIP) indicating steps they need to achieve to bring their grades up to a passing level and receive a six month contract renewable for an additional six months upon the successful completion of their PIP. Those CBOs receiving a grade of F would not be recommended for funding in FY 2008-09.

Grading Criteria

Note: Funding levels would be based on a total allocation of CBO funding depending on the FY 2008-09 budget appropriations.

A= 90-100 points= 100% of available pro-rated renewal funding
B- 80-89 points= 85% of available pro-rated renewal funding
C=70-79= 70% of available pro-rated renewal funding (for 6-12 Months)
D=65-69= 60% of available pro-rated renewal funding (for 6-12 Months)
F= 64 or below= No funding

NOTE: Renewal funding for individual agencies will be based on overall funds available and performance. (As an example, if total CBO human service funding for FY 2007-08 was \$40 Million and in FY 2008-09 funding is \$30 Million (75%), the total funding available to a provider receiving a grade of A would be 75% of their FY 2007-08 funding level; total funding for a grade B would be 85% of their FY 2007-08 funding level based on the total 75% of available funds, etc.

APPEALS PROCESS

Only Technical Appeals shall be permitted (e.g. math or omission errors in scoring).

Concurrent with the transition strategy outlined above, the following plan is recommended for 2009-10 and beyond. Implementation of the plan will begin immediately upon BCC approval and with the following goals: development of the overall process for solicitation of proposals, establishment of funding categories and priorities, development of Request for Proposal (RFP), and creation of an Evaluation/Monitoring Process.

Basic Assumptions:

- OVERSIGHT – The BCC shall appoint an Advisory Board composed of no more than 20 people representing leaders (e.g., community, business, civic education, non-profit, social services experts, service recipients, religious leaders), who are charged with setting and advancing policies, goals and objectives (i.e., a comprehensive business/master plan), and have responsibility for the basis upon which County resources are invested and leveraged to accomplish stated goals, and for presenting a strategic “portfolio” of investments (grant recommendations) to the Board of County Commissioners. Each Commissioner will have one appointment to the Advisory Board, and seven additional members to be appointed via the following organizations: United Way, Children’s Trust, Dade Community

Foundation, Chamber of Commerce, Hands on Miami, Greater Miami Religious Leaders Coalition and Alliance for Aging.

- Process Planning Team (PPT): Reports to Advisory Board consisting of Leadership Team, OSBM Staff, clerical support, and outside expertise to be identified as deemed necessary. The PPT shall be responsible for all three components described below (developing an overall process and recommending staffing for competitively funding community-based Human Services provider organizations; designing the application and review process; and defining an evaluation and monitoring mechanism for benchmarking compliance/performance). Select or all Team Members, may be engaged across all three components in order to achieve a cohesive process and work product.
- GRANT EVALUATION “PEER” PANELS – appointed by and reporting to the Advisory Board; composed of community leaders, social service practitioners, and County staff, with the knowledge, experience and perspective to vet, analyze and evaluate proposed programs, and make initial funding recommendations based upon declared program goals and specific evaluation criteria
- STAFFING – a complement of full-time grant program administrators, with specific background, education and training in the social and human services field work that will work with the:
 - **Oversight / Advisory Boards on:**
 - ⇒ Identifying and Prioritizing Needs
 - ⇒ Strategic Planning
 - ⇒ Community Engagement
 - ⇒ Policy Development, and Creating and Guiding Goals and Objectives
 - ⇒ Standards-setting
 - ⇒ Advocacy (community-wide)
 - **Grant evaluation peer review panels on:**
 - ⇒ Grant Programs’ goals and objectives
 - ⇒ Consistent application of Program Evaluation criteria
 - ⇒ Assessment of past performance and outcomes (when applicable)
 - ⇒ Equitable Funding approach / strategies for allocating available resources

▪ **Constituent Organizations / Prospective Applicants on:**

- ⇒ application development
- ⇒ strategic program design
- ⇒ collaborations and partnerships
- ⇒ organizational capacity building
- ⇒ maximizing and diversifying funding sources
- ⇒ Grant Contract development and compliance
- ⇒ Monitoring, Grant reporting and demonstration of outcomes

- CONSIDERATION – In order to qualify for County funding, eligible organizations will be required to apply through the competitive processes; funding will be determined based upon the relative merits and capabilities of each successful applicant organization to address the stated goals of its focus area, as assessed and recommended by the grant review panel based upon the program’s declared evaluation criteria
- EVALUATION CRITERIA – Each competitive review process would be based upon specific, published criteria designed to achieve particular results through the County’s support (e.g., quality of services, improved service standards, geographic reach of programs, particular populations, volume of services provided/people impacted; capacity to leverage other support organizational stability and management capacity; efforts leading to long-term independence/sustainability; innovation/systemic change; etc.)

IDENTIFICATION AND SELECTION OF FOCUS AREAS:

- Draw upon community-based research, experts in the field, the funding community, social services providers and customers to identify and help prioritize the areas of greatest/most pressing challenge and need
- Identify and appropriate resources across priority areas in a strategic and leveraged approach
- Identify the unmet needs by focus area and create strategic approaches to increasing resources over time to address unmet needs / improve services

ALLOCATION OF RESOURCES (Potential Models for 2009-10):

Based upon the policy directives and adopted business/master plan, array funding allocations across focus areas/categories strategically. Threshold eligibility criteria would need to be established (e.g., applicant organizations would need to be incorporated as 501(c)(3) not-for-profit corporations; would have to have been in business and with a track record of providing to the

community the particular services for which they are being funded for a minimum of X years, etc.). As a predicate to any funding approach, the competitive process should be structured in such a way that like-sized (e.g., by annual operating budget size, paid professional staff complement, volume/frequency of services provided, etc.) organizations are competing against one another (in the case of general operating support types of grants), or like purposed programs are being evaluated against each other (in the case of project-based grants). Examples of different potential funding approaches that can be applied separately or in combination include:

- Doing a comprehensive assessment of all committed funding by focus area, determining the remaining funding gap and determining the proportionate share of County investment that is best applied to each gap, based on the total County funds available
- Determining the aggregate project budgets of all eligible applicant organizations by grants program / focus area, calibrating the optimal target level of the County's investment by area as a percentage of the total activity of the eligible organizations, and arraying resources to achieve those goals (e.g., if the County's funding typically supports 50 Children, Youth and Families' program providers each with annual operating budgets in excess of \$1,000,000, and which, when taken all together, comprise total annual activities in Miami-Dade County of \$75,000,000, and the appropriate/optimal level of County investment in organizations of this size and capacity is/should be 10%, establish a funding "goal" or allocation of \$7,500,000 for this focus area; repeat the same exercise for each focus area and calibrate funding accordingly)
- Organizing each competitive grant program category into funding tiers (groups providing like scaled program impacts can apply for up to one cap amount; others providing services but at a smaller scale can apply for up to a lesser cap amount, etc.), and appropriating resources across categories based on the projected number of qualified organizations in each tier and the total available resources
- Calculating successful grantee organizations' funding allocations as a combination of panel ranking/score and the organization's relative budget size as compared to (a proportion of) all other recommended organizations in the same category (e.g., total grant award = X% based upon relative budget + X% based upon panel ranking, as a factor of the total program allocation available). To ensure equitable and balanced distribution grant funds, especially within those grant categories structured to provide annual program/operating support to established providers, consider applying an upper limit to the amount of the total available funding able to be commanded by any one organization by budget "heft" alone (e.g., no more than X% of the

portion of the program allocation awarded on the basis of budget size provided to any one organization), and weighting the panel's ranking scores, so that the highest ranked projects get additional consideration for being deemed most excellent, relative to the rest of the pool, while maintaining fair and proportionate consideration and funding

PROCESS COMPONENTS

I. DEVELOPMENT OF OVERALL PROCESS FOR SOLICITATION OF PROPOSALS AND ESTABLISHMENT OF FUNDING CATEGORIES AND PRIORITIES:

- **Tasks:** Based on the deliberations of the Advisory Board, the pertinent, enhanced, or alternative tasks listed below shall be accomplished
 - ⇒ “White Board” exercise to determine current total annual County funding by organization across all categories, in order to rationalize how County funds are being invested in and leveraged by providers
 - ⇒ Analysis of County’s Business Plan related to Human Services
 - ⇒ Analysis of AHS Social Service Master Plan
 - ⇒ Analysis of all current social service funding plans (e.g. Children’s Trust, ELC, Alliance for Aging, DCF)
 - ⇒ Analysis of District needs based on BCC guidance and priorities
 - ⇒ Analysis of all County funded providers- by category, across agency and programs
 - ⇒ Review funding compendium produced by AHS (this needs to be enhanced and include services delivered by the County and State)
 - ⇒ Determine need and unmet need as a percentage of total funding allocated per area by all funders versus unmet need by area/population in need of services.
 - ⇒ Explore and review Best Practice models
 - ⇒ Produce service priorities, funding category, and funding process recommendations

- **Potential Decision Points:** The Advisory Board shall deliberate the following issues, as well as other pertinent questions
 - ⇒ Use of AHS Social Service Master Plan in current form/suggested modifications? (The County and AHS have a contractual relationship to produce this plan)
 - ⇒ Update/enhance social service funding compendium to reflect current funding and unmet need?
 - ⇒ Completely new Planning and Allocation process?

- ⇒ Revise AHS RFP with feedback from community meetings and Commissioners?
- ⇒ A completely new competitive application and review process, with community input?
- ⇒ Whether funding is allocated to and distributed by entities (County and non-County) with well established funding processes and responsibility for those areas?
- ⇒ Funding thresholds?
- ⇒ Like-sized agencies compete against each other?
- ⇒ District Responsive Grants?

II. Development of Competitive Application and Review Process

▪ Tasks:

- ⇒ Analysis of recent and past AHS RFP
- ⇒ Analysis of "OCED" RFP-NRSA's
- ⇒ Development of capacity building process linked to pre-application/application process
- ⇒ Obtain community input for funding priorities prior to finalizing application/review process
- ⇒ Develop draft FY 2009-10 application and review process
- ⇒ Obtain community input
- ⇒ Finalize FY 2009-10 application and review process

▪ Potential Decision Points:

- ⇒ Revise AHS RFP with feedback from community, key stakeholders, County staff and Commissioners?
- ⇒ Develop new application based on new plan?
- ⇒ Develop broader funding categories?
- ⇒ Whether or not awards in multiple program areas result in one contract with severability?
- ⇒ The effect the Cone of Silence will have on the need to offer consultation and capacity building.

III. Evaluation/Monitoring Process

- **Tasks:**

- ⇒ Review Best Practice Models - National, State and Local
- ⇒ Review current local evaluation models
- ⇒ Review and analysis of Common Administrative Assessment Tool (CAAT)
- ⇒ Analysis of all current CBO contracts, scopes of work and outcome measures (Note: this information is not currently compiled in any one central directory)
- ⇒ Determine Standard measures
- ⇒ Creation of common outcome measures based on common taxonomy
- ⇒ Link outcome measures to Social Service Plan (SSMP or other plan) which in turn will be linked to County Business Plan
- ⇒ Develop/Refine methods for administrative, financial and program monitoring
- ⇒ Develop performance/evaluation reporting mechanism to the Mayor, Manager and BCC
- ⇒ Link performance to renewal funding
- ⇒ Develop performance improvement plans, reporting
- ⇒ Develop capacity building and evaluation training programs for providers
- ⇒ Develop/Procure computer technology for provider reporting and evaluation with client and program level data

- **Potential Decision Points**

- ⇒ Use of CAAT (currently used by United Way, Children's Trust and Homeless Trust)
- ⇒ Varied performance measures for small versus larger providers
- ⇒ Centralized Monitoring Team comprised of representatives to review all CBO contracts in the Human Service area?
- ⇒ Can existing DHS CBO monitoring data system be enhanced to gather data/produce needed reports?
- ⇒ Can Social Service Information System be phased in to be utilized for all providers (issues- budget, training, provider capacity, ongoing staffing)?

(Note: It is strongly recommended that community input be encouraged and obtained throughout the entire process.)

Upon approval of the BCC the following Timetable shall be implemented. (Note: The BCC or Advisory Board may modify this timetable in the best interest of the County.)

TIMETABLE

April 2008

- BCC appoints Advisory Board
- Advisory Board meets and develops funding priorities and processes and makes key decisions for FY 2009-10
- Evaluation criteria/process for FY 2008-09 shared with the community/key stakeholders and feedback is gathered

May 2008

- Advisory Board and PPT continues to meet (through December 2008) to develop funding priorities and processes for FY 2009-10
- Evaluation criteria finalized and released for FY 2008-09 funding decisions

June 2008

- FY 2008-09 evaluation reports due from DHS

July 2008

- Review Committees meet and make FY 2008-09 funding recommendations, including recommendations for contractual performance improvement plans
- Applicants advised of recommendations
- Technical Appeals (last week)

August- September

- Advisory Board and PPT continues to meet (through December 08) to develop funding priorities and processes for FY 2009-10
- Funding Recommendations to appropriate committee and BCC
- Contract preparation

October-November 2008

- Advisory Board and PPT continues to meet (through December 08) to develop funding priorities and processes for FY 2009-10

December 2008

- FY 2009-10 Plan and Funding Priorities presented to the community, BCC

NOTE: FY 2009-10 and all future funding allocations will be based on the availability of funds

January 2008

- FY 2009-10 Newly crafted RFP developed

February 2009

- FY 2009-10 RFP Released

Date: January 22, 2008

To: Honorable Carlos Alvarez
Mayor

Attachment 2

From: George M. Burgess
County Manager



Subject: Competitive Process for Community-based Organizations

During the second budget hearing for the FY 2007-08 Resource Allocation Plan it was agreed that staff would work on the development of a new competitive solicitation process to allocate funding for Community-based Organizations (CBOs) beginning in FY 2008-09, and submit the process for Board consideration. The need for such a process has been expressed by you and many of our commissioners, as well as by the community; particularly during the past year.

To this end I convened a meeting with County staff and representatives from various organizations to "brainstorm" about how to improve the competitive solicitation, ongoing monitoring and evaluation processes for CBOs and to solicit recommendations on the development of a new process. Attendees at the meeting represented the broad spectrum of planners and allocators of social service funds in our community, including representatives from the Alliance for Human Services (AHS) and other funding organizations. The contingent of invited attendees were considered by many to be the experts in this area. The input from the group supported the need for a process that was highly respectable, transparent, needs based, and under the direction of a single entity. Additionally, there was consensus that the process should include a mechanism that facilitates capacity building for the smaller CBOs, as well as a comprehensive evaluation component that is outcome driven.

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To ensure that a concentrated effort is put forth in achieving this goal, County staff has been identified to serve as team leaders to work in conjunction with other staff and/or community representatives in the development of each of the components determined to be essential to ensuring the success of this endeavor. The team leaders will be David Raymond, Director of the Miami-Dade County Homeless Trust and Deborah Margol, Deputy Director, Department of Cultural Affairs. Their selection was based on their knowledge, experience and understanding of funding allocation processes.

Listed below are the components of the process that the team at a minimum, will be responsible for addressing in their execution of this assignment and the expected outcomes.

I. Development of the Overall Process for Solicitation of Proposals and Establishment of Funding Categories and Priorities

Outcome: A proposed model that outlines the structure of the oversight entity; the manner in which focus areas would be selected, funding levels determined, and how the solicitation, application, award and evaluation processes would function.

II. Development of Request for Proposal (RFP)

Outcome: A needs based Request for Proposals (RFP) that delineates the amount of funding to be awarded, the areas to be funded, the application process, and how applications will be scored and reviewed.

III. Evaluation/Monitoring Process

Outcome: A proposed comprehensive evaluation/monitoring process that will be utilized to monitor CBOs.

I am confident that at the completion of this task we will have a viable process that maximizes the investment made by Miami-Dade County in meeting the needs of our community.

If you have any questions or require any additional information please contact Irene Taylor-Wooten, Special Assistant for Social Services at (305) 375-2713.

C: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners
Denis Morales, Chief of Staff, Office of the Mayor
Susanne M. Torriente, Assistant County Manager
Cynthia W. Curry, Senior Advisor
Irene Taylor-Wooten, Special Assistant for Social Services
Jennifer Glazer-Moon, Director, Office of Strategic Business Management
Michael Spring, Director, Department of Cultural Affairs
David Raymond, Executive Director, Miami-Dade County Homeless Trust
Deborah Margol, Deputy Director, Department of Cultural Affairs
Ron Book, Chair, Miami-Dade County Homeless Trust