

Memorandum

MIAMI-DADE
COUNTY

Date: October 11, 2011

To: Honorable Joe A. Martinez, Chairman
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor 

Subject: Update on Directive to Develop a Plan for the Delegation of County Operated Head Start/Early Head Start Slots

On July 14, 2011, the Board of County Commissioners (BCC) directed administration to develop a plan for the delegation of the remaining Head Start/Early Head Start (HS/EHS) slots directly operated by the County; to present the plan to the Community Action Agency (CAA) Board and Policy Council; and to report back to the BCC within 30 days thereafter. A preliminary plan proposing full delegation by January 2012 was developed by staff based on input from the delegate agencies, as well as, a number of program partners.

The draft plan was presented to the Policy Council at their meetings on August 4, 2011 and September 1, 2011. On both occasions, the plan was tabled. The plan was presented again to the Policy Council at a Special Call meeting on September 20, 2011, at which time it was not approved.

On August 8, 2011, the draft plan was also presented to the CAA Board and adopted in concept. At that same meeting, the CAA Board established an Ad Hoc Committee whose charge was to explore further partnership opportunities with Miami-Dade County Public Schools (M-DCPS). This Ad Hoc Committee, based upon recommendation from staff, will wait to coordinate outreach efforts to M-DCPS until after an update is provided to the CAA Board regarding my office's communication with M-DCPS on the delegation plan.

On a parallel track, as my senior management team was assembled during the month of August and the early part of September, I had my senior team review the plan and the processes necessary to successfully implement full delegation in January 2012. As this review was completed, concerns were identified regarding the open Request for Qualification (RFQ) issued in February 2011 for delegate agencies. Concerns were also raised about the short turn around time available to submit an amendment request to the U.S. Department of Health and Human Services (HHS) which would require the funder's review and approval by November 2011. Additionally, there was insufficient time to develop an employment plan with delegate agencies that would provide an avenue for Miami-Dade County HS/EHS employees to be considered for employment as student slots were shifted from the county to delegate agencies.

Based upon these concerns and our intent to propose and implement a plan that will not only improve efficiencies, but the quality of program services for children, I recommended a measured approach to delegation at our second budget hearing. As you know, the HS/EHS program will retain its current structure for the remainder of the program year contingent upon employee concessions for FY 2011-12, and I will proceed with the development of a plan for full delegation for the 2012-2013 program year.

As we consider the BCC directive to develop a plan for full delegation, I believe it is imperative that I submit a proposal for the 2012-2013 program year that also draws upon the expertise and input of critical stakeholders. This same input will be important as we work on the procurement framework that we will develop for the selection of delegate agencies. Even though we are addressing next year's

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program, this is a time sensitive process that will require thoughtful, strategic collaboration and communication with various county departments, community stakeholder groups, decision making entities like the Policy Council and CAA Board, and the funding agency.

Attached you will find my plan to establish the Mayor's Taskforce on School Readiness in Miami-Dade County. Lisa M. Martinez, Senior Advisor, will be leading the coordination of the Taskforce in collaboration with Russell Benford, Deputy Mayor. It is my intent to integrate the feedback from the Taskforce into the County's 2012-2013 HS/EHS Program grant refunding application submission to HHS, but we will be prepared to share the Taskforce's input, our plan, and timelines for this process with the Policy Council, CAA Board, and BCC by January 3, 2012.

Should you have any questions regarding this process, please feel free to contact Lisa M. Martinez, at 305-375-2911, or Russell Benford, at 305-375-5141.

Attachment

c: Robert A. Cuevas, Jr., County Attorney
Russell Benford, Deputy Mayor
Lisa M. Martinez, Senior Advisor to the Mayor
Julie Edwards, Executive Director, CAA
Jane McQueen, Head Start Director, CAA
William Zubkoff, CAA Board Chair
Rodney Demeritte, Policy Council Chair
Jeffrey Fredericks, Regional Manager, Office of Head Start, Administration for Children and Families, United States Health & Human Services Department



Mayor's Taskforce on School Readiness in Miami-Dade County

Miami-Dade County administration has been directed by the Board of County Commissioners (BCC) to develop a transition plan for the full delegation of the Head Start/Early Head Start (HS/EHS) program for the 2012-2013 program year. In an effort to develop a plan focused on the highest quality program service level for the County's children and families which also takes into account the most fiscally responsible approach to program delivery, the Mayor will reach out to a cross-section of stakeholders and experts in the field of early childhood education to provide recommendations for the proper implementation of this plan. They will be asked to review all early childhood programs managed by Miami-Dade County to identify opportunities for coordination and collaboration for early childhood programming as a whole. Additionally, the group will provide recommendations to be included in the transition plan and the Request for Application (RFA) process that will be required for the 2012-2013 HS/EHS program year. This group will be the *Mayor's Taskforce on School Readiness in Miami-Dade County* and the parameters and process are detailed below.

Charge:

Assess Miami-Dade County's early childhood programs and recommend approaches that have the potential of maximizing resources through the alignment of programs, quality improvement efforts, and improved child outcomes.

Desired Outcomes:

Provide Mayor Gimenez with a comprehensive set of recommendations that:

1) align with federal and state guidelines; 2) improve child-centered outcomes; 3) encourage collaboration and innovation; 4) preserve the integrity of the programs; 5) improve efficiencies and maximize resources; 6) build on the strong foundation of the current programs, and 7) improve the overall quality of programs.

Scope:

HS/EHS Program, School Readiness Program, Voluntary PreKindergarten Program (VPK)

Tasks to be completed by the Taskforce

- Recommendations that will be integrated within the HS/EHS Transition Plan that will be submitted to the Board of County of Commissioners in response to BCC directive as stipulated in Special Item No. 7, Legistar tracking number 111372, at the July 14, 2011 Special BCC meeting regarding the HS/EHS Program.
- Feedback and recommendations that will assist in framing the RFA to select Delegate Agencies for the 2012-2013 Head Start Program year.
- Recommendations for the VPK and School Readiness Programs.

Timeline: December 5, 2011

Taskforce Members:

- Representative from Mayor's Senior Team as designated by the Mayor
- Chair of the Economic Development Social Services Committee or designee
- Head Start Policy Council Chair
- Community Action Agency Board Chair
- Director of Community Action and Human Services Department (CAHSD)
- Head Start Director
- Assistant Director of Community Action and Human Services Department
- Head Start Delegate Agency Representative as designated by the Director of CAHSD and the Head Start Director
- MDC Head Start Teacher selected by the Director of CAHSD and the Head Start Director
- Parent Representative from Head Start as designated by the Policy Council and Head Start Director
- Parent Representative from Head Start (delegate site) as designated by a delegate agency selected by Director of CAHSD and the Head Start Director
- Minority Provider VPK/School Readiness Community Representative as designated by Director of CAHSD
- Large VPK/School Readiness Provider Community Representative as designated by Director of CAHSD
- VPK Program Parent Representative as designated by provider selected by the Director of CAHSD
- School Readiness Program Parent Representative as designated by provider selected by Director of CAHSD
- Representatives from Miami-Dade County Public Schools as designated by the Superintendent of Schools
- Representative from The Children's Trust as designated by the Chief Executive Officer (CEO)
- Representative from the Early Childhood Initiative Foundation as designated by the President
- Representative from Ready Schools as designated by the Chief Operating Officer (COO)
- Representative from the Greater Miami-Chamber of Commerce as designated by the President/CEO
- Representative from Miami-Dade Chamber of Commerce as designated by the President
- Representative from Miami-Dade County Council of PTAs/PTSAs as designated by the President
- Higher Education Institution Representatives – Outreach will be made to Florida International University, Miami-Dade College, Florida Memorial University, University of Miami, Barry University, and St. Thomas University
- Representative from The Children's Movement of Florida as designated by the Chair
- Representative from United Way of Miami as designated by the President/CEO
- Representative from Miami Children's Initiative (MCI) as designated by the Chair
- Representative from the judicial system as recommended by the Director of Miami-Dade County's Department of Juvenile Services
- Representative from the Health Department as designated by the agency's lead administrator
- Representative from the Department of Children and Families (DCF) as designated by the DCF lead administrator.
- Faith-based organization representative(s) involved in Miami-Dade County's Early Childhood programs as selected by the Director of CAHSD and Head Start Director

Materials to Be Provided to All Members

- Program Descriptions
- Program History
- Scope of Services
- Implementation and Management Plans
- Governance Structure and Composition
- Total Budget (5-year trend) for all county programs inclusive of salaries for employees
- Administrative costs
- Cost Per Child (including and excluding administrative and program support costs)
- Program Support/Indirect Costs
- # of children served (10-year trend)
- Services mapped out by community
- Wait-list trends for all programs
- Application process that families must go through to receive services
- Matrix of program offerings comparing county managed programs
- Information regarding tools currently being used in county programs including student assessment tools, professional development resources and program evaluation tools
- Resources on other current models/approaches used beyond Miami-Dade County to consider for initial discussions
- Funder program reviews and other external evaluative reports
- Regulatory Requirements for all programs
- General information on HS/EHS models used in other communities

Taskforce Structure and Process

The full task force will meet on October 26, 2011 from 3:00 p.m. – 5:00 p.m. At this meeting, the group will receive an overview of the Taskforce's charge, a historical overview of the County's early childhood programs, a review of the process the Taskforce will follow including the way the group will be divided into two committees. Additionally, the group will review the committees' goals and will have an opportunity for a Q & A session. Committee meeting schedules and participant committee assignments will also be addressed. Between October 27, 2011 and November 28, 2011, the two committees will meet to address their tasks and prepare recommendations based upon guiding questions. Committee recommendations will be presented at a full taskforce meeting during the week of December 5, 2011 and the two final committee reports will be submitted/presented to the Mayor during the same week. This information will also be presented to the Policy Council, CAA Board and the BCC by January 3, 2012.

**Committee to provide recommendations on:
Improving the Quality of Miami-Dade County's Early Childhood Programs**

Guiding Questions for discussions

- After researching and discussing various HS/EHS implementation models, what can be learned from the communities that have used different models than Miami-Dade County? How can this information improve service delivery for Miami-Dade County? Are there lessons learned linked to quality service delivery that must be considered prior to submitting the full delegation transition plan to the Policy Council, CAA Board, and the BCC? Are there other options that should be considered in the future? Please provide reasons for recommendations.
- After review of historical feedback from the funder and other evaluative entities, what must be considered and modified in our approach to maximize quality service delivery for the 2012-2013 school year? If there are different solutions to approach challenges, what are the pros and cons of these solutions? Are there concerns that need to be considered as we prepare our full delegation transition plan?
- After review of our current early childhood programs, are there tools or processes that are not currently being used in the County's early childhood programs that should be considered in maximizing quality service delivery to children and families? (planning tools, registration processes, program assessment tools, screening and student assessment programs)
- After a review of each program's regulatory requirements, are requirements being met? Are measures in place in each program to effectively monitor compliance? What tools, if any, are utilized as part of the current on-going monitoring process? If tools do not exist, or are not being maximized, are there any recommendations for the establishment and/or improvement of the tools/process?
- After a review of staff's professional development needs, are these needs being met effectively? Are there recommendations to improve professional development efforts related to all County early childhood programs? Are there any resources or models of professional development that should be further considered?

**Committee to provide recommendations on:
Maximizing efficiencies and community impact of Miami-Dade County's Early Childhood Programs**

Guiding Questions

- After review of the governance structure of current programs and consideration of other governance structure models, are there recommendations to improve effective oversight of local programs?
- After review of student registration process, student support service assessment process, and trend data regarding waiting lists of all early childhood programs offered by Miami-Dade County, are there recommendations to improve the process to maximize the impact of service delivery?
- After review of the disbursement of HS/EHS student slots throughout the county, are there recommendations to maximize service delivery in proximity to the families and neighborhoods that demonstrate the most demand and demonstrated need based upon the funder's criteria?
- After review of Miami-Dade County's community outreach efforts to inform families of program services, are there recommendations to improve information sharing and community outreach to parents regarding the early childhood programs including support services?
- After review of the budgets of all early childhood programs offered by Miami-Dade County including per student cost allocations, staff salary ranges, and other program costs, are there any recommendations of ways in which the County can maximize the impact of service delivery in a more efficient manner?
- After review and discussion of all three early childhood education programs offered by Miami-Dade County, are there ways in which the committee would recommend that the three programs can better work together along with the community to maximize quality service delivery to children and their families?
- After review of current staff qualifications, how does Miami-Dade County's workforce staff compare to other local agencies providing similar programming services? Are there any recommendations for adjustments linked to improving quality of services?