

# Memorandum



**Date:** April 18, 2012  
**To:** Honorable Chairman Joe A. Martinez  
and Members, Board of County Commissioners  
**From:** Carlos A. Gimenez  
Mayor   
**Subject:** Status of the Request for Applications for Head Start Program Services

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The purpose of this memorandum is to advise the Board of County Commissioners (Board) that pursuant to Miami-Dade County Resolution No. R-94-12 (adopted January 26, 2012) a Request for Applications for Head Start Program Services was issued and the evaluation of applications has been completed. The fourteen delegate agencies currently providing the services and three new delegate agencies were recommended for Program Year 2012-2013 funding, effective August 2012. Attached is the approved Report of the Application Review Team and Recommendation of Head Start Agencies and Slots. In the report, Attachment 6 lists the agencies recommended.

The applicants have been notified of the outcome and advised of their rights to appeal the County's decision. Upon completion of the appeals process (if an appeal is filed) and approval of the Department of Health and Human Services, the County will award contracts and notify the Board accordingly.

If you have any questions, please contact Lisa M. Martinez at 305-375-2911.

## Attachment

c: R.A. Cuevas, Jr., County Attorney  
Russell Benford, Deputy Mayor  
Ed Marquez, Deputy Mayor  
Lisa M. Martinez, Senior Advisor, Office of the Mayor  
Hugo Benitez, Assistant County Attorney  
Lucia Davis-Raiford, Director, Community Action and Human Services Department  
Lester Sola, Director, Internal Services Department  
Jane McQueen, Head Start Director, Community Action and Human Services Department

# Memorandum



**Date:** April 9, 2012

**To:** Honorable Carlos A. Gimenez  
Mayor

**Thru:** Lester Sola  
Director  
Internal Services Department

**From:** Maria Carballeira, CPPB  
Procurement Contracting Officer  
Chairperson, Application Review Team

**Subject:** Report of the Application Review Team for Head Start Program Services and Recommendation of Head Start Agencies and Slots

## Background:

On January 26, 2012, the Board of County Commissioners (Board) adopted Resolution R-94-12 authorizing the establishment of the Head Start Program Services pool for the Community Action and Human Services Department. The pool will consist of delegate agencies awarded contracts to provide the program services as defined by the U.S. Department of Health and Human Services (DHHS). The County's Head Start Program includes services for children in slots for Head Start (ages 4-5), Early Head Start (ages 0-3), and Home Based Early Head Start (ages 0-3 in child's home).

Currently, the program services are provided by County staff and contracted delegate agencies. The intent of the pool is to achieve full delegation of all slots, including those at County run sites. Delegating all slots should increase the number of slots available and will eliminate the program subsidy from the County (other than the required match, which will be in-kind).

The Board authorized a two-step process to select the delegate agencies. The first step was the issuance of a Request for Expressions of Interest (REI) for potential agencies to express their intent to participate. This step also allowed for the County to review the submittals and provide feedback to the agencies on deficiencies, opportunities for improvements, and whether a performance improvement plan would be required (for incumbent delegate agencies). The second step was the subsequent issuance of a Request for Applications (RFA) to accept and evaluate applications from agencies that responded to the REI. This process was used to allow flexibility to evaluate applications and notify applicants of the acceptance (award) or rejection of their application within 30 days, as required by DHHS.

There were three types of applications requested: 1) renewal applications from incumbent delegate agencies seeking re-funding, 2) applications to provide services at current County run sites, and 3) applications to provide services at an agency's site to fill any remaining slots, including new slots created by the savings achieved as a result of full delegation. Per your memorandum on February 17, 2012, a group of technical assistance staff was appointed to review the responses to the REI and provide the feedback to respondents through the Internal Services Department. The staff completed their task, the feedback was provided to the respondents, and the RFA was issued.

## Application Review Team Recommendation:

Per the aforementioned memorandum, an Application Review Team was appointed to evaluate, rate, and rank the applications and to submit the results of their evaluation and a recommendation to include the respondents recommended for funding and the number of slots to be accorded to those respondents. The Application Review Team consisted of the following:

Maria Carballeira, Internal Services Department, Chairperson (non-voting)  
Maritza Alonso, Deputy Director, Community Action and Human Services Department  
Claudia Dean, Director, Broward County Public Schools Head Start/Early Head Start Program  
Tonya Ferguson, Chairperson, Head Start/Early Head Start Policy Council  
Jane McQueen, Head Start Director, Community Action and Human Services Department  
Liz Regalado, Assistant Director, Homeless Trust (alternate)  
Channell Wilkins, Director, Community Services Department of Palm Beach County

Mr. Channell Wilkins was unable to serve due to scheduling conflicts. The alternate member, Ms. Liz Regalado, was substituted for him. Ms. Martiza Alonso submitted a request to be excused through the Director of CAHSD. The Application Review Team continued with four voting members to complete the evaluation of applications submitted in response to the RFA and hereby submits its report and recommendation, as follows.

Applications for Renewals

There are currently 14 delegate agencies providing the services at their facilities. All of the delegate agencies responded to the REI and subsequently the RFA for re-funding. The RFA specified that the County could fully re-fund, partially re-fund, or not re-fund a delegate agency. The Application Review Team recommended 10 delegate agencies for full re-funding, 2 for partial re-funding (Allapattah Community Action, Inc. and The Family Christian Association of America, Inc.), and 2 for no re-funding (Our Child Care, Inc. and St. Alban's Day Nursery, Inc.). **Attachment 1, Application Review Team Recommendation for Renewal Applications** provides the list of incumbent delegate agencies, number of slots each delegate agency applied for, and the number of slots the Application Review Team recommended for each.

Applications for County Run Sites

There were 47 respondents for the County run sites. Of these respondents, 32 submitted applications that were accepted as complete and evaluated. For both the County Run Sites and Agency's Site, some respondents submitted incomplete applications (i.e., failed to provide documentation to demonstrate compliance with qualification requirements). These respondents were notified of the deficiency and granted a second opportunity to submit the documentation. The respondents that failed to submit the documentation after the second request were not evaluated.

**Attachment 2, Respondents for County Run Sites** lists the respondents that were evaluated; the respondents that submitted incomplete applications and were not evaluated; and the respondents that responded to the REI but did not submit an application in response to the RFA. The following is a summary of the number of respondents.

Respondents for County Run Sites	
Total Respondents	47
Incomplete Applications	(11)
Respondents to REI but not RFA	(4)
<b>Total Respondents Evaluated</b>	<b>32</b>

The applications were scored and ranked (see **Attachment 3, Ranking of Respondents for County Run Sites**). The Application Review Team recommended the three highest ranked respondents (those with a rating of at least 95%) be accorded slots for County run sites up to the amount of slots applied for, in the order of their ranking. The three respondents and their ranking are 1) Miami-Dade County Public Schools, 2) City of Miami, and 3) Easter Seals of South Florida, Inc.

Applications for Agency's Site

There were 38 respondents offering their sites for the services. Of these respondents, 20 submitted applications that were accepted as complete and evaluated. **Attachment 4, Respondents for Agency's Site** lists the respondents that were evaluated; the respondents that submitted incomplete applications and were not evaluated; and the respondents that responded to the REI but did not submit an application in response to the RFA. The following is a summary of the number of respondents.

<b>Respondents for Agency's Site</b>	
Total Respondents	38
Incomplete Applications	(10)
Respondents to REI but not RFA	(8)
<b>Total Respondents Evaluated</b>	<b>20</b>

The applications were scored and ranked (see **Attachment 5, Ranking of Respondents for Agency's Site**). The Application Review Team recommended the three highest ranked respondents (those with a rating of at least 95%) be accorded slots at the agency's site(s) up to the amount of slots applied for, in the order of their ranking, to fill any remaining slots. There were two respondents tied with the second highest score. However, the Application Review Team ranked one respondent as second place and one as third place. The three agencies and their ranking are 1) Miami-Dade County Public Schools, 2) City of Miami, and 3) Easter Seals of South Florida, Inc.

**Negotiations:**

Negotiations were held by the following personnel.

- Lisa Martinez, Senior Advisor, Office of the Mayor
- Russell Benford, Deputy Mayor
- Maria Carballeira, Procurement Contracting Officer, Internal Services Department
- Lucia Davis-Raiford, Director, Community Action and Human Services Department
- Jane McQueen, Head Start Director, Community Action and Human Services Department
- Alberto Parjus, Assistant Director, Community Action and Human Services Department
- Rita Silva, Procurement Contracting Manager, Internal Services Department

Negotiations with Applicants for Renewals

Negotiations were not necessary for 10 of the incumbent delegate agencies, as they were recommended for full re-funding. The two incumbent delegate agencies recommended for partial re-funding and the two delegate agencies recommended for no re-funding were invited to negotiations.

During the negotiations, the issues that resulted in the recommendation of partial re-funding of the two incumbent delegate agencies were successfully resolved. For the incumbent delegate agencies recommended for no re-funding, the negotiations resulted in restoring the funding contingent upon the delegate agency successfully implementing a performance improvement plan. This will allow for another year of services at the current sites, while assisting the delegate agencies with making the necessary improvements. Should the plan not be fully effective, the applicable delegate agency will assist the County in successful placement of the slots to another facility in the same neighborhood. It is important to note that the performance improvements required by the delegate agencies are related to deficiencies in fiscal management and not the quality of services provided to the children.

Negotiations with Applicants for County Run Sites

The three highest ranked respondents for the County run sites (Miami-Dade County Public Schools, City of Miami, and Easter Seals of South Florida, Inc.) were invited to negotiations. As it is a priority of the County to continue the services at County run sites, the fourth and fifth ranked respondents (those

with a rating of at least 90%), YWCA of Greater Miami-Dade, Inc. and Llirraf'O, Inc., respectively, were invited to negotiations. This was necessary to ensure as many County run sites as possible were filled, as the three highest ranked respondents did not apply for some of those sites.

Negotiations resulted in all of the County run sites at public schools being offered to Miami-Dade County Public Schools. The remaining County run sites (non-public school facilities) were offered to the second through fifth ranked respondents, City of Miami, Easter Seals of South Florida, Inc., YWCA of Greater Miami-Dade, Inc., and Llirraf'O, Inc., respectively. Sites were offered to these respondents based primarily on ranking, but also taking into consideration the sites applied for and the need to have comprehensive programs (i.e., enough slots to produce economies of scale). The sites at Chapman North and Chapman Center were offered contingent upon the approval of the Board of Directors for the Chapman Partnership.

The Early Head Start Home Based slots were offered to the sixth ranked respondent (with a rating of 87%), Centro Mater Child Care Services, Inc., as none of the higher ranked respondents had applied for the slots. Centro Mater Child Care Services, Inc. is an incumbent delegate agency currently providing Home Based services and is familiar with the requirements of the specialized services.

During the negotiations, the City of Miami advised that budgetary concerns would prevent the City from implementing the program services. The next highest ranked respondent, Easter Seals of South Florida, Inc., was offered the sites formerly offered to the City of Miami. The negotiations resulted in all County run slots being filled, except for slots at three sites (Sweetwater, Carrie P. Meek, and Miami Gardens Infant and Toddlers).

#### Negotiations with Applicants for Agency's Site

The highest ranked respondent for the agency's site, Miami-Dade County Public Schools, was invited to negotiations for the remaining slots. Miami-Dade County Public Schools offered to accommodate at its sites the slots for two of the County run sites not filled and all of the new slots (except for some of the Early Head Start slots). For the two County run sites that were not filled, the sites offered by Miami-Dade County Public Schools are in close proximity to the County run sites.

The third remaining County run site not filled provides only Early Head Start services. YWCA of Greater Miami-Dade, Inc. was invited to negotiations for those slots as the respondent offered a site in the same zip code as the County site. Additionally, YWCA of Greater Miami-Dade, Inc. was able to accommodate the new slots for Early Head Start not requested by Miami-Dade County Public Schools. This will allow for YWCA of Greater Miami-Dade, Inc. to provide comprehensive Early Head Start services at multiple sites, given the economies of scale.

#### **Final Recommendation of Head Start Agencies and Slots:**

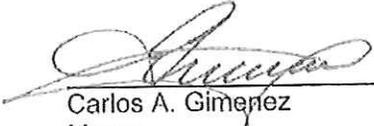
As a result of the Application Review Team's recommendation and the subsequent negotiations, there are 17 agencies recommended for award. The agencies and the number of slots to be accorded each is provided for your consideration as **Attachment 6, Head Start Agencies and Slots**. The recommended agencies include all 14 incumbents as well as 3 new agencies. The benefits of this recommendation are summarized below.

- Full delegation of the Head Start Program is achieved.
- Incumbent delegate agencies are re-funded to accommodate children in the program at their current sites.
- Incumbent delegate agencies that were not recommended for re-funding by the Application Review Team successfully negotiated with the County the ability to prepare a performance

improvement plan. This will allow for another year of service to the children at their current sites, contingent upon satisfactory improvement of the delegate agency.

- The County run sites will be taken over by a delegate agency (except for the Sweetwater, Carrie P. Meek, and Miami Gardens Infant and Toddlers sites).
- The slots at two of the County run sites not being taken over (Sweetwater and Carrie P. Meek) will be accommodated by Miami-Dade County Public Schools at a public school within a few blocks of each site. The slots at the third County run site not being taken over (Miami Gardens Infant and Toddlers) will be accommodated by YWCA of Greater Miami-Dade, Inc. at its nearby site.
- The delegate agencies taking over County run slots or being offered new slots, Miami-Dade County Public Schools, Easter Seals of South Florida, Inc., YWCA of Greater Miami-Dade, Inc., Llifraf'O, Inc., and Centro Mater Child Care Services, Inc., are committed to working with Miami-Dade County for the recruitment and placement of existing County personnel.
- The highest qualified agencies will take over the County run slots as well as the new slots.
- An estimated 450 new Head Start slots and 50 new Early Head Start slots can be accommodated.

Approved

  
\_\_\_\_\_  
Carlos A. Gimenez  
Mayor

4/9/12  
Date

c: Lisa Martinez, Senior Advisor, Office of the Mayor  
Russell Benford, Deputy Mayor  
Hugo Benitez, Assistant County Attorney  
Lucia Davis-Raiford, Director, Community Action and Human Services Department  
Lester Sola, Director, Internal Services Department

Attachments

- Attachment 1, Application Review Team Recommendation for Renewal Applications
- Attachment 2, Respondents for County Run Sites
- Attachment 3, Ranking of Respondents for County Run Sites
- Attachment 4, Respondents for Agency's Site
- Attachment 5, Ranking of Respondents for Agency's Site
- Attachment 6, Head Start Agencies and Slots

**Attachment 1  
Application Review Team Recommendation for Renewal Applications**

Incumbent Agency	Head Start		Early Head Start		Home Based	
	Applied	Recommend	Applied	Recommend	Applied	Recommend
Allapattah Community Action, Inc.	80	61	-	-	-	-
Catholic Charities of the Archdiocese of Miami, Inc.	1275	1275	-	-	-	-
Centro Mater Child Care Services, Inc.	526	526	32	32	8	8
Haitian Youth and Community Center of Florida, Inc.	90	90	16	16	-	-
KIDCO Child Care, Inc.	360	360	32	32	-	-
Friends of Lubavitch dba Landow Yeshiva	80	80	16	16	-	-
Le Jardin Community Center, Inc.	480	480	32	32	-	-
LirrafO, Inc. dba O'Farrill Learning Center	82	82	-	-	-	-
Our Child Care, Inc.	118	0	-	-	-	-
Paradise Christian School & Development Center, Inc.	185	185	-	-	-	-
St. Alban's Day Nursery, Inc. dba St. Alban's Child Enrichment Center	170	0	-	-	-	-
Sunflowers Academy, Inc.	60	60	-	-	-	-
The Family Christian Association of America, Inc.	500	500	24	0	-	-
United Way of Miami-Dade	30	30	24	24	8	8

## Attachment 2 Respondents for County Run Sites

Evaluated Applications	Incomplete Applications	Responded to REI But Not RFA
1. After School Programs, Inc.	1. A & H Child Development Center	1. City of Miami Gardens
2. Ayuda, Inc.	2. Bola Educational Center Inc.	2. Community Health Trust
3. Balere, Inc.	3. Clara Mohammed School of Miami, Florida dba Ansari Head Start Program	3. He Reigns Educational
4. Catholic Charities of the Archdiocese of Miami, Inc.	4. King's Kids Christian Academy, Inc.	4. Peace United Methodist Church Hispanic, Inc.
5. C.E.D. International Learning Center	5. MacNeal-Groves Center for Children, Inc.	
6. Centro Mater Child Care Services, Inc.	6. Pat's Services, Inc.	
7. Cherry Blossom Learning Center, Inc.	7. Sheyes of Miami Head Start, Inc.	
8. Children's Home Society of Florida	8. Speak Easy Early Language Development & Learning Center, Inc.	
9. Church of the Open Door	9. The Academy of Knowledge Preschool Headstart	
10. City of Miami	10. Vision of Faith, Inc.	
11. Easter Seals of South Florida, Inc.	11. Young Scholars Enrichment Academy	
12. Gospel Tabernacle of Faith		
13. Haitian Youth and Community Center of Florida, Inc.		
14. Institute of Family Preservation & Development, Inc.		
15. KIDCO Child Care, Inc.		
16. Le Jardin Community Center, Inc.		
17. Lincoln-Marti Community Agency, Inc.		
18. LirafO, Inc. dba O'Farrill Learning Center		
19. Miami-Dade County Public Schools		
20. Our Child Care, Inc.		
21. Paradise Christian School & Development Center, Inc.		
22. St. Alban's Day Nursery, Inc. dba St. Alban's Child Enrichment Center		
23. South Florida Association for Child Care Providers		
24. South Florida Family, Youth and Child Development Learning Center, Inc.		
25. Sunflowers Academy, Inc.		
26. The Family Christian Association of America, Inc.		
27. The New Beginning Enrichment Center, Inc.		
28. Toucch, Inc. dba Shining Light Childcare Development Center		
29. Un Monde Nouveau, Inc.		
30. United Way of Miami-Dade		
31. Young Men's Christian Association of Greater Miami (YMCA)		
32. YWCA of Greater Miami-Dade, Inc.		

**Attachment 3**  
**Ranking of Respondents for County Run Sites**

Rank	Respondent	Total Score (max. 400)
1	Miami-Dade County Public Schools	400
2	City of Miami	393
3	Easter Seals of South Florida, Inc.	386
4	YWCA of Greater Miami-Dade, Inc.	374
5	Llirraf'O, Inc. <i>dba</i> O'Farrill Learning Center	361
6	Centro Mater Child Care Services, Inc.	351
7	KIDCO Child Care, Inc.	345
8	The Family Christian Association of America, Inc.	330
9	Children's Home Society of Florida	329
10	Paradise Christian School & Development Center, Inc.	321
11	Le Jardin Community Center, Inc.	316
12	Lincoln-Marti Community Agency, Inc.	313
13	Catholic Charities of the Archdiocese of Miami, Inc.	309
14	United Way of Miami-Dade	302
15	Sunflowers Academy, Inc.	297
16	After School Programs, Inc.	229
17	St. Alban's Day Nursery, Inc. <i>dba</i> St. Alban's Child Enrichment Center	215
18	Cherry Blossom Learning Center, Inc.	214
19	Haitian Youth and Community Center of Florida, Inc.	202
20	Our Child Care, Inc.	193
21	Balere, Inc.	190
22	Young Men's Christian Association of Greater Miami (YMCA)	185
23	Un Monde Nouveau, Inc.	180
24	Gospel Tabernacle of Faith	169
25	C.E.D. International Learning Center	168
26	Church of the Open Door	168
27	South Florida Family, Youth and Child Development Learning Center, Inc.	40
28	Ayuda, Inc.	0
29	Institute of Family Preservation & Development, Inc.	0
30	South Florida Association for Child Care Providers	0
31	The New Beginning Enrichment Center, Inc.	0
32	Toucch, Inc. <i>dba</i> Shining Light Childcare Development Center	0

**Attachment 4  
Respondents for Agency's Site**

Evaluated Applications	Incomplete	Responded to REI But Not RFA
1. Catholic Charities of the Archdiocese of Miami, Inc.	1. Ayuda, Inc.	1. Bola Educational Center, Inc.
2. City of Miami	2. Balere, Inc.	2. Learning Emporium, Inc. dba Edwina L. Johnson Youth Foundation, Inc.
3. Cuban American National Council, Inc.	3. Church of the Open Door	3. Mt. Olivette FWB Church dba Mt. Olivette Childcare Center
4. Easter Seals of South Florida, Inc.	4. Creative Child Preschool and Learning Center	4. Parkway Baptist Church, Inc.
5. Empowering Youth, Inc.	5. Farah's Angels Daycare Center	5. Steps for Learning Academy
6. Friends of Lubavitch of Florida, Inc.	6. Kids Small World, Inc.	6. Super Kids, Inc.
7. Haitian Youth and Community Center of Florida, Inc.	7. Lawrence Academy, Inc.	7. The Academy of Knowledge Pre-school Head Start
8. Homestead Christian Academy, Inc.	8. Lullaby Learning Center, LLC	8. Touch Inc, dba Shining Light Childcare Development Center
9. Hope Community Development Corp., Inc.	9. Paramount Learning Center	
10. Hosana Community Foundation	10. Tiny Tykes Preschool, LLC	
11. KIDCO Child Care, Inc.		
12. Le Jardin Community Center, Inc.		
13. Lincoln-Marti Community Agency, Inc.		
14. LirraFO Inc. dba O'Farrill Learning Center		
15. Miami-Dade County Public Schools		
16. Paradise Christian School & Development Center, Inc.		
17. South Florida Association for Childcare Providers		
18. Teen Up-ward Bound dba Jumpstart Enrichment Center		
19. The Association of Retarded Citizens dba The Arc of South Florida		
20. YWCA of Greater Miami-Dade, Inc.		

**Attachment 5**  
**Ranking of Respondents for Agency's Site**

Rank	Respondent	Total Score (max. 400)
1	Miami-Dade County Public Schools	400
2	City of Miami	390
3	Easter Seals of South Florida, Inc.	390
4	YWCA of Greater Miami-Dade, Inc.	362
5	KIDCO Child Care, Inc.	338
6	Llirraf'O Inc. dba O'Farrill Learning Center	328
7	Lincoln-Marti Community Agency, Inc.	324
8	The Association of Retarded Citizens dba The Arc of South Florida	315
9	Le Jardin Community Center, Inc.	303
10	Paradise Christian School & Development Center, Inc.	301
11	Catholic Charities of the Archdiocese of Miami, Inc.	300
12	Cuban American National Council, Inc.	265
13	Haitian Youth and Community Center of Florida, Inc.	187
14	Teen Up-ward Bound dba Jumpstart Enrichment Center	180
15	Hosana Community Foundation	130
16	Friends of Lubavitch of Florida, Inc.	55
17	Hope Community Development Corp., Inc.	40
18	Empowering Youth, Inc.	0
19	Homestead Christian Academy, Inc.	0
20	South Florida Association for Childcare Providers	0

## Attachment 6 Head Start Agencies and Slots

Incumbent Agencies	Head Start	Early Head Start	Home Based
Allapattah Community Action, Inc.	74	-	-
Catholic Charities of the Archdiocese of Miami, Inc.	1275	-	-
Centro Mater Child Care Services, Inc.	526	32	32
Haitian Youth and Community Center of Florida, Inc.	90	16	-
KIDCO Child Care, Inc.	360	32	-
Friends of Lubavitch of Florida, Inc.	80	16	-
Le Jardin Community Center, Inc.	480	32	-
Llirraf'O, Inc. <i>dba</i> O'Farrill Learning Center	242	8	-
Our Child Care, Inc.	118	-	-
Paradise Christian School & Development Center, Inc.	185	-	-
St. Alban's Day Nursery, Inc. <i>dba</i> St. Alban's Child Enrichment Center	170	-	-
Sunflowers Academy, Inc.	60	-	-
The Family Christian Association of America, Inc.	500	24	-
United Way of Miami-Dade	30	24	8
<b>New Agencies</b>			
Easter Seals of South Florida, Inc.	566	64	-
Miami-Dade County Public Schools	1864	136	-
YWCA of Greater Miami-Dade, Inc.	140	72	-
<b>Total</b>	<b>6760</b>	<b>456</b>	<b>40</b>