

# Memorandum



**Date:** May 21, 2012

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

**From:** Carlos A. Gimenez  
Mayor

**Subject:** Head Start/Early Head Start Update

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez". The signature is fluid and cursive, written over the printed name in the "From:" field.

On May 11, 2012 we were informed by the U.S. Department of Health and Human Services, Administration for Children and Families (ACF) that the Regional Office intends to proceed with a review of Miami-Dade County's Head Start/Early Head Start refunding application. Additionally, my staff received email communication on May 14, 2012 from Mr. Jeffrey Fredericks, Regional Program Manager of Region IV- Office of Head Start stating, "We anticipate fully funding Dade County Head Start for the upcoming budget year. We do not take issue with Dade's full delegation model and Dade can move forward with the work needed to implement the full delegation model" (attachments).

My administration team has been working closely with Mr. Fredericks to ensure the smoothest possible transition as we proceed to implement a fully delegated Head Start/Early Head Start Program. With his guidance, we will work with the Board of County Commissioners and the Miami-Dade County Policy Council to build stronger, more effective bridges for communication. It is our hope to first start with the work needed to finalize agreed upon Conflict Resolution Procedures.

As noted within the referenced communications, current Head Start/Early Head Start employees will be informed that Miami-Dade County will no longer be providing direct student services for the Head Start/Early Head Start program, contingent upon a pending County application to the U.S. Department of Health and Human Services for refunding of those services. If the application is approved, the services associated with this program will be fully delegated to agencies throughout Miami-Dade County. Consequently, their positions will be impacted.

To best prepare for this organizational change, a cross-departmental working group has developed a Head Start Transition Plan for our current employees (attachment). Additionally, we are working closely with the new delegate agencies that will be taking over our program sites so that we will be best prepared to continue uninterrupted services for the children and families we serve beginning in August 2012.

We will continue to keep the Board of County Commissioners and relevant stakeholders apprised of our progress. Should you have any questions, please contact Lisa M. Martinez, Senior Advisor at 305-375-2911 or Russell Benford, Deputy Mayor at 305-375-5141.

## Attachment

- c: Robert A. Cuevas, Jr., County Attorney
- Russell Benford, Deputy Mayor, Office of the Mayor
- Lisa M. Martinez, Senior Advisor, Office of the Mayor
- Lucia Davis-Raiford, Director, Community Action and Human Services
- Lester Sola, Director, Internal Services Department
- Mary Lou Rizzo, Assistant Director, Internal Services Department
- Jane McQueen, Head Start Director, Community Action and Human Services
- Jeffrey Fredericks, Regional Program Manager of Region IV, Office of Head Start
- Emilio Colon, Program Specialist, Department of Health and Human Services
- Delegate Agencies



Department of Health and Human Services  
Administration For Children and Families  
Region IV

Attachment A

61 Forsyth Street, Suite 4M60  
Atlanta, Georgia 30303-8909

Telephone (404) 562-2800/2900  
Fax (404) 562-2981

May 11, 2012

Ms. Tonya Ferguson, Policy Council Chairperson  
Miami-Dade County Head Start  
701 Northwest 1<sup>st</sup> Court  
Miami, FL. 33136

Dear Ms. Ferguson:

This is in response to your letter dated May 4, 2012, in which you informed the Office of Head Start that the Policy Council (PC) has disapproved the grant application submitted to the Office of Head Start Region IV for the upcoming program year. We understand the application submitted by Miami Dade County involves a significant shift from past practice and that there has been disagreement between the governing body and the Policy Council with regard to proposed changes. I am writing to advise that the Regional Office intends on proceeding with a review of the refunding application as we believe the actions of the Board were not arbitrary or capricious.

We will be reviewing the application and anticipate discussion with Miami Dade County as needed to clarify any questions or concerns with the proposal. We believe it is important for the PC to be active in contributing to this discussion and active in helping to resolving concerns or challenges in the best interest of the children and families that you serve.

The Regional Office believes it may be helpful at this time to meet with the PC to better understand the reservations regarding the submitted application. Such discussion may help identify next steps and ongoing implementation of the Miami Dade Head Start Early Head Start Program.

Please feel free to contact me at 404-562-3591 if you have any questions concerning this matter.

Sincerely,

Jeffrey L. Fredericks  
Regional Program Manager  
Region IV - Office of Head Start

Cc: Honorable Joe A. Martinez, Chairman Board of County Commissioners  
Lisa M. Martinez, Senior Advisor, Office of the Mayor  
File

**Martinez, Lisa M. (Office of the Mayor)**

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**From:** Martinez, Lisa M. (Office of the Mayor)  
**Sent:** Monday, May 21, 2012 1:34 PM  
**To:** 'Fredericks, Jeffrey (ACF)'  
**Cc:** 'Rathgeb, Colleen (ACF)'; Benford, Russell (Office of the Mayor); Davis Raiford Lucia (DAVISRA@miamidade.gov); McQueen, Jane (CAHSD) (JWROBIN@miamidade.gov)  
**Subject:** RE: Just to confirm

Jeff,

Based upon your clearance below allowing us to move forward with work needed to implement the full delegation model, we are proceeding with the following steps:

1. We will provide an update to our Board and all stakeholders regarding our communication with your office and the work that we will begin doing in the upcoming weeks.
2. We will inform employees of HHS's conditional approval and the way in which their positions will be impacted (pending final grant approval). We will also implement a transition plan that will provide training/support for our employees as they prepare to seek out other employment opportunities including applying for positions with our new delegate agencies.
3. We will work with current and new delegate agencies to refine and finalize contract/agreement language in preparation for the upcoming program year.
4. We will meet with new delegate agencies to ensure that they are best prepared to have facilities licensed by the start of the program year
5. We will meet with new delegate agencies to ensure their participation within the employee transition plan. All new agencies have agreed to provide a transparent application process and our current employees will be allowed to apply for these opportunities. It is important to note that each delegate agency has its own employment criteria and minimum qualifications. Now that we have conditional approval to proceed with the full delegation model, information about each delegate agency's employment criteria will be shared with our employees beginning this week.
6. We will work closely with delegate agencies on program enrollment issues.
7. Based upon your letter sent to the Policy Council Chairperson, it is clear that HHS has prioritized continued work within the shared governance structure of the Head Start/Early Head Start program. It is our sincere intent to adhere to your guidance. I believe it may be useful to coordinate a call with you and the BCC's representative (Commissioner Sosa), the Policy Council Chair and the administration. If you feel this step is appropriate, I can work on scheduling the call as soon as possible.
8. We will continue to work with the BCC and the Policy Council to move forward Miami-Dade County's Conflict Resolution Procedures.

I look forward to talking to you this week. Should you have any questions, just let me know.

Respectfully,  
Lisa

**Lisa Martinez, Senior Advisor**  
**Office of the Mayor**  
**Miami-Dade County**  
(305) 375-3075  
[www.miamidade.gov](http://www.miamidade.gov)



Please consider the environment before printing this email.

**From:** Fredericks, Jeffrey (ACF) [mailto:jeffrey.fredericks@acf.hhs.gov]  
**Sent:** Monday, May 14, 2012 12:25 PM  
**To:** Martinez, Lisa M. (Office of the Mayor)  
**Cc:** Rathgeb, Colleen (ACF)  
**Subject:** RE: Just to confirm

Lisa,

As you know, we are at the front end of our review of Dade's application. It is possible, perhaps likely given this year's shift, that the Office of Head Start will engage Dade's Board, PC and management team in discussions to clarify and perhaps seek adjustment of the proposal.

That said, this email confirms we anticipate fully funding Dade County Head Start for the upcoming budget year. We do not take issue with Dade's full delegation model and Dade can move forward with work needed to implement the full delegation model. Please note, however, these activities will not preclude any changes or revisions required by the Office of Head Start following our review, if any.

Jeff

**From:** Martinez, Lisa M. (Office of the Mayor) [mailto:lisamm@miamidade.gov]  
**Sent:** Friday, May 11, 2012 4:20 PM  
**To:** Fredericks, Jeffrey (ACF)  
**Subject:** Just to confirm  
**Importance:** High

Jeff,

Good Afternoon. I have reviewed the attached letter and I just want to confirm that we can move forward with the work needed to implement our full delegation model.

I thank you in advance for your feedback.

Respectfully,  
Lisa

Lisa Martinez, Senior Advisor  
Office of the Mayor  
Miami-Dade County  
(305) 375-3075  
[www.miamidade.gov](http://www.miamidade.gov)



Please consider the environment before printing this email.

**From:** Jowers, Latarsha (ACF) [mailto:latarsha.jowers@acf.hhs.gov]  
**Sent:** Friday, May 11, 2012 3:01 PM  
**To:** Martinez, Lisa M. (Office of the Mayor); Office of the Chair; 'tonya75@att.net'  
**Subject:**

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**Cc:** Rathgeb, Colleen (ACF)  
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Lisa Martinez, Senior Advisor  
Office of the Mayor  
Miami-Dade County  
(305) 375-3075  
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**Sent:** Friday, May 11, 2012 3:01 PM  
**To:** Martinez, Lisa M. (Office of the Mayor); Office of the Chair; 'tonya75@att.net'  
**Subject:**

**Miami-Dade County Community Action and Human Services  
Head Start Transition Plan**

**Target Audience:** Approximately 350 Head Start employees to include: Head Start Center Directors, Administrators, Teachers, Teacher Assistants, Community Family Service Workers and Food Service Workers

**Transition Team:** Miami-Dade County Internal Services Department, South Florida Workforce (SFW), Housing Finance Authority (HFA), and United Way of Miami-Dade County

**Transition Workshops:** Will be conducted from 5:00pm to 8:00pm to accommodate all affected employees. Workshops will include:

- Employment Process for delegate agencies
- Transition, Layoff and Recall Overview
- Benefits and Retirement Overview
- Workforce Services and Florida Unemployment Benefits
- Mortgage and Renters' Assistance and Information
- Community Services

**Training Workshops:** Will be conducted from 5:00pm to 8:00pm to accommodate all affected employees.

- Interviewing Skills
- Resume Writing (Bring a copy of your resume)

**Event Locations:**

- Isaac A. Withers, 21300 SW 122<sup>nd</sup> Avenue, Miami-Dade
- Ophelia E. Brown-Lawson, 16425 NW 25<sup>th</sup> Avenue, Miami Gardens
- Caleb Center, 5400 NW 22<sup>nd</sup> Avenue, Miami

**Interview Fair:** Will be conducted from 9:00am to 1:00pm. Bring a copy of your resume.

- Delegate Agencies, SFW and Community Based Organizations (CBOs) currently hiring
- On-site Interviews when possible

Workshop Location	Transition Workshop	Training Workshop	MDC and SFW Interview Fair
Withers	May 23 (Wednesday)	May 24 (Thursday)	June 9 (Saturday)
Brown-Lawson	May 29 (Tuesday)	May 30 (Wednesday)	Caleb
Caleb	May 30 (Wednesday)	May 31 (Thursday)	
Caleb	July 17 (Tuesday)	N/A	
Brown-Lawson	N/A	July 18 (Wednesday)	
Withers (South)	July 24 (Tuesday)	July 25 (Wednesday)	

**ISD-Human Resources Contacts:** Transition Team 305-375-3346, Benefits 305-375-4288, Employee Support Services 305-375-3293

**CAHS Contact:** Charles Brown, Senior Human Resources Manager, 786-469-4723, [brownjr@miamidade.gov](mailto:brownjr@miamidade.gov)