

MIAMI GARDENS HEAD START CENTER

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Table of Contents

Abstract	4
Executive Summary	5
I. Community Needs Assessment	8
Community Profile	8
Community Needs	10
II. Problem Identification/Solution	10
Identified Problem	10
Problem Statement	12
Project Target Community	13
Stakeholders	14
Project Goals and Objectives	17
III. Project Design	20
Review of the Literature	20
Program	22
Participants	22
Community Role	23
Host Organization	24
Method	25
Potential Collaborators or Competitors	25
Products & Outputs	26
IV. Project Implementation	27
Implementation Plan	27

Staffing Pattern	27
Budget.....	28
Project Implementation Report	28
V. Monitoring and Evaluation	29
Monitoring	29
1. Management Information System	29
2. Monitoring Summary Table.....	30
Evaluation	31
3. Performance Indicators	32
4. Summary Evaluation Table.....	33
Sustainability	34
1. Sustainability Elements.....	34
2. Sustainability	34
3. Institutional Plan.....	35
VI. Conclusions and Recommendations	35
Results	35
Recommendations	38
VIII. Bibliography.....	40
VII. Appendices	42
Appendix 1	43
Appendix 2	44
Appendix 3	46
Appendix 4.....	47

ABSTRACT

Miami Gardens Head Start Center will be located in the newly chartered city of Miami -Gardens, Florida is a product of the Mount Hermon CDC. The program will provide quality early education for 40 children during the first year of operation. Head Start programs were designed specifically to serve the poor. It is a free program for families that meet poverty guidelines set by the Federal government. This program allows parents to sustain employment and manage household expenses more effectively without being concern with paying high cost child care fees.

The Mount Hermon CDC, a 501(c)3 designated organization was dormant for several years. The Head Start will be one of the projects that returns the CDC to active service in the community. The project will be funded with federal, state and local government sources and possibly some private funding if needed.

The project will be evaluated on the successful implementation of all components needed to open the center with full enrollment, staffing, supplies and equipment for the 2006 -2007 academic year, which begins in August 2006. The implementation plan will be evaluated to determine the effectiveness of the plan, make conclusion of the project and give recommendations for future implementation methods.

Further evaluations will be completed during the first year of operation. These evaluations will include a survey of parent participation, skill development levels of the children and how the new program has affected the community residents at large.

EXECUTIVE SUMMARY

This project aims to create a Head Start program in the newly formed City of Miami Gardens, Florida. This program will be affiliated with Mount Hermon African Methodist Episcopal Church (AME). It is intended to be ministry of the church. The church formed a community development corporation (CDC) some years ago, at which time; it was awarded a 501(c) 3 status. However, the CDC is currently inactive. It was proposed, as part of this project, to bring the CDC back to a full active status and the Mount Hermon CDC will administer the program. At the present time the project will only be associated with Mount Hermon church and CDC. The church is presently constructing a new church campus on five acres of land located on Northwest 25th Avenue and 175th Street in the City of Miami Gardens.

This project came about through vision of Pastor Henry E. Green, Jr. to have a church campus that would meet the needs of the church congregation as well community residents. The motto of the church is *“Doing God’s work, God’s way”*. I think this will be a perfect opportunity for me to serve not only my church, but also the community in which it is located. This project will further the pastor’s vision for the future mission of the church. The pastor has experience in administration of a Head Start Center. He has successfully overseen operations of a Head Start Center in Jacksonville, Florida where he formally pastored.

The project is very much in line with the mission of the AME church. The mission statement (AME Discipline, 2004) of the AME church is as follows:

The mission of the African Methodist Episcopal Church is to minister to the spiritual, intellectual, physical, emotional, and environmental needs of all people by spreading Christ's liberating gospel through word and deed. At every level of the Connection and in every local church, the African Methodist Episcopal Church shall engage in carrying out the spirit of the original Free African Society, out of which the A.M.E Church evolved: that is, to seek out and save the lost, and serve the needy through a continuing program of (1) preaching the gospel, (2) feeding the hungry, (3) clothing the naked, (4) housing the homeless, (5) cheering the fallen, (6) providing jobs for the jobless, (7) administering to the needs of those in prisons, hospital, nursing homes, asylums and mental institutions, senior citizens 'homes; caring for the sick, the shut-in, in the mentally and socially disturbed, and (8) encouraging thrift and economic advancement.

The church has two governing boards. The Steward Board, which consists of 38 persons, and a Trustee Board that consists of 19 persons. Meetings with City officials will be conducted to gain support for the project and invite them to be an active part of the project.

Funding for the project will come from the Federal Head Start program and several sources, including:

- The U.S. Department of Health and Human Service
- The City of Miami Gardens
- Miami-Dade County
- Private Foundations and Intermediaries

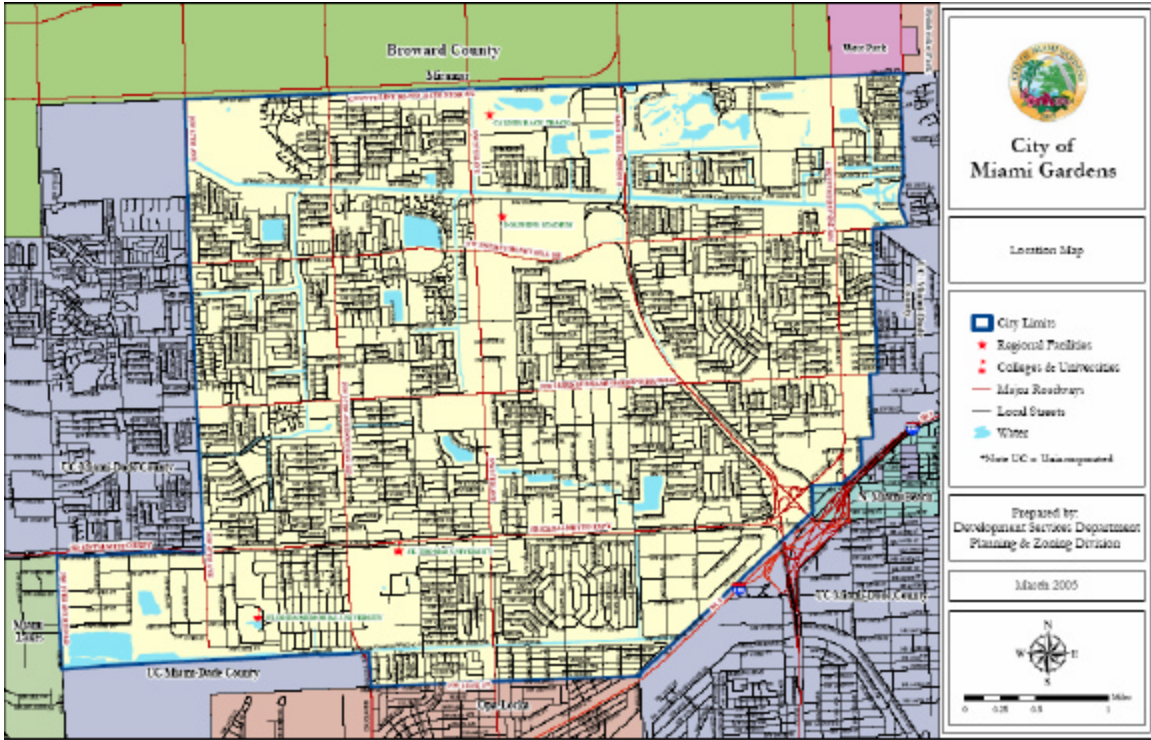
I. Community Needs Assessment

Community Profile

The city of Miami Gardens has a population of 100,809, with 29,262 households. The total units of housing in the city are reported as 30,988. The chart below shows the population of Miami Gardens in comparison to unincorporated areas of Miami Dade County and the total County population. Miami -Dade County has many municipalities within it. Miami Gardens is one of its newest incorporated areas.

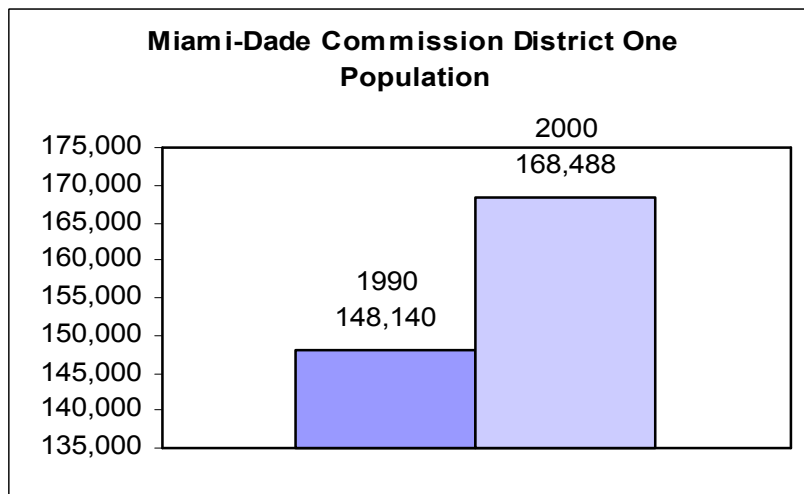
	Black (Not Hispanic)	White (Not Hispanic)	Hispanic	Other (Not Hispanic)	Total Persons
Miami Gardens	77,744	4,297	16,304	2,664	100,809
Unincorporated Areas	191,394	211,494	597,313	35,265	1,035,466
Miami-Dade County Total	427,140	465,772	1,291,737	68,713	2,253,362

The city is located in the state of Florida, in the county of Miami -Dade. It is zoned in the Miami-Dade County Commission District One. Its boundaries are from Countyline Road to the north, North west 151 Street to the south, North Miami Avenue/Northeast 2nd Ave to the east, Northwest 47 Avenue and 57 Avenue to the west. The City Charter was approved on May 13, 2003. Because the city was not formally chartered before the 2000 census, most demographic information is taken from the Miami -Dade County Commission District that the City is situated in. Some limited information has become availability as the City's government grows.



The population in comprised of 79% African American, 14.7% Anglo, 16.2% Hispanics and 6.3% other. Demographic information was taken from the City of Miami Gardens website (www.miamigardens-fl.gov/cityInfo.asp).

The illustrations below show the population trend between the years 1990 and 2000.



Community Needs

In response to residents, local government developed a strategy to address the concerns and needs of the community. The Miami -Dade County commission conducted a neighborhood revitalization strategic plan for fiscal years 2003 – 2007. This inclusive plan addressed needs in the communities of Opa -Locka and Miami Gardens. The plan discussed concerns for improved services and programs within the target area.

Over a ten year span from the 1980 to 1990 the poverty rate increased by 22.9%. The poverty rate at that time was 37.4%. The average poverty rate for the entire county is 18%. Fifty -four percent of the children under age five years of age live in poverty and about forty-seven percent of children under the age of 18 live in poverty. Sixteen percent of the labor force is unemployed. In the target area, nearly 31.9% of households with jobs receive public assistance. This is almost three times the County's percentage for the same group.

II. Problem Identification/Solution

Identified Problem

The needs of a community in a section of Miami that was, until recently, unincorporated has been basically overlooked by county government. During last year's election this area became incorporated. There is a need in a certain neighborhood of this newly incorporated city for an early childhood development center such as a Head Start program. Additionally, there is a corridor of the community that has great potential for the creation of small businesses. This once thriving corridor has several strip shopping

centers that are now filled with defunct businesses and empty storefronts. The demographics in this area have changed drastically over the past twenty years. It was once considered more of a middle class neighborhood, now it is barely above slum. There are residents that have lived in the area for a number of years. However many residents have moved north to the next county.

Mount Hermon African Methodist Episcopal church has acquired property in this community and is in the midst of a construction project that will consist of a sanctuary, multipurpose center, office space and classrooms. This is a perfect opportunity to fulfill a need for a Head Start program in this neighborhood. Creating a Head Start program in this neighborhood would create convenient place for parents to drop off and pick their children without deviating from their normal route to work. Head Start programs are located to the north and south of this area and this causes parents to have to take their children, not only further away from home but further away from a main thoroughfare that is a very convenient route to work. The lack of quality childcare in this area can cause hardships on single-parent families, especially low-income single parents. Parents that use public transportation would have to catch more buses. Fortunate parents, that own or have access to a car, would have to drive further to get quality care for the young children. A new Head Start program would be the solution for these issues.

The basic source of information pertaining to this problem is gathered from personal knowledge of the area, having lived in the area for more than thirty years. I plan to conduct research using the following methods:

- Internet
- Reports from the Head Start Information & Publication Center of the Administration of Children and Families
- Interviews with local agencies that have successful Head Start programs and other people and agencies are successful in this arena throughout the country.

Problem Solution

A high priority for childcare centers in the community is evident according to the NRSA report. Childcare is at the top of the list. Looking at the demographics, it clearly shows a poverty rate of 35.2% and it shows overcrowding in 28.7% of homes in the target area.

With a 35% percent poverty rate, the need for quality child care is important for the families. Childcare can be an expensive burden on a family living in poverty. This expense can cause mothers to stop working because they cannot afford quality childcare. Ultimately it is the child that suffers the most because of the lack of preparation to enter kindergarten. The development of a Head Start program is the perfect program for Mount Hermon CDC because the focus of the church and CDC is on families, education and community. The church has a very large Sunday School program and it also offers a tutoring program that is free of charge. These are programs of the church. Since the CDC will be subsidiary organization of the church, a Head Start program is a very logical starting block for the CDC. Developing a Head Start program is also very much a part of the pastor vision for the church and the CDC.

Project Target Community

The target community will be the residents of Miami Gardens and surrounding neighborhoods that meet the poverty guidelines and the criteria of the Head Start program. Parents that are over income that have a child with disabilities can enroll in the Head Start program; however, such children will only be accepted into the program with prior approval from the district program director. Disabilities can include, speech, behavior, and physical impairments.

The Family Christian Association of America and the James E. Scott Community Association have successful Head Start programs in the target community. Both these programs have waiting lists for opening in the program to fill with new children. This further attests to the need for the Head Start center in the target area.

The County has established an anti-poverty plan to increase incomes and job opportunities for low-income households. The plan will target households with incomes between 0% and 30% of the median household income, homeless individuals and families, as well as households and individuals residing in public housing. The plan identifies communities' needs and prioritizes these needs in categories of high, medium and low. The report clearly identifies a need for childcare facilities as a high priority. Some examples of other high priority needs include health facilities, neighborhood facilities senior and youth centers, and infrastructure. Economic development is also listed as a priority for the community.

The chart below shows the household incomes throughout various cities in Miami-Dade County.

	Miami Beach	Miami	Miami Gardens	Miami Lakes	Miami Shores	Miami Springs	North Bay Village	North Miami Beach
Less than 10,000	9,569	32,358	3,584	341	158	351	321	1,907
10,000 to 14,999	4,164	14,370	1,891	264	170	242	197	1,267
15,000 to 24,999	7,602	23,087	4,329	634	319	681	553	2,327
25,000 to 34,999	5,902	17,280	4,206	787	350	441	517	2,201
35,000 to 49,999	5,763	17,036	5,464	1,262	581	800	574	2,373
50,000 to 74,999	5,435	14,484	5,858	1,914	821	1,131	542	2,414
75,000 to 99,999	2,406	6,458	2,642	1,269	457	685	161	748
100,000 or more	5,401	9,071	1,652	1,822	837	699	264	782
Total Households Income w	46,242	134,144	29,626	8,293	3,693	5,030	3,129	14,019

Stakeholders

Stakeholders of this project would be related to the church, community and local government including:

- The Official Board of the Church (or a CDC component)
- The City Commissioners
- The group of interested community residents
- Representatives from funding organizations

The table on the next page shows an analysis of the stakeholders involved in the project.

Stakeholders	Attitude		Influence		Actions
	E	C	E	C	
Mount Hermon AMEC	++	?	H	/	The church will be the primary sponsor for the program. The program will be located on the church's property. The church will reinstate its Community Development Corporation (CDC) and this will be one of the first projects of the newly reinstated CDC.
City of Miami Gardens, Florida	++	?	M	??	The City of Miami Gardens will provide technical assistance in implementing the program. The City will also be a possible source for start-up funds for the program. The City of Miami Gardens will advocate for the additional funding from Miami-Dade County, State and National government funding for the program.
Residents of Miami Gardens	++	/	H	/	In order for the program to be successful, parents must be willing to enroll their children in the program. Parents will be involved in the process of creating policies and procedures for the program. Residents in the area will be informed of the intent to open a Head Start program, be encouraged to be a part of the process. The resident will also be given the first opportunity to enroll their children.
Community Action Agency (CAA)	++	?	H	/	The program will seek funding under the CAA Head Start grant. The CDC will be a delegate site for Head Start program for CAA. The CDC will partner with CAA for additional sources of funds and supplies.
Family Christian Association of America (FCAA)	o	?	L	/	This organization has a very successful Head Start center throughout Miami-Dade County including two existing centers in the city of Miami Gardens
Deborah A. Miller	++	/	H	/	Technical Consultant in charge of developing the implementation process, conducting all required research as to the zoning process and licensing of such a center and will participate in every aspect of the development of this program, including the coordination of all relevant stakeholders needed to make this a successful program by opening the program within the proposed time frame.

Legend:

E = Estimate of shareholders involvement; ++ = Strongly in favor; + = Weakly in favor; o = Indifferent; C = Confidence level of analysis; / = Fully confident; ? = Reasonably Confident; ?? = Informed guess; ??? = Wild guess; -- = Strongly Opposed; - = Weakly opposed; H = High; M = Medium; L = Low

Another analysis of stakeholder participation is illustrated in the chart below. The chart shows a description and the impact of the stakeholders participation, the involvement of the stakeholder in evaluation of the project and whether it will cause a negative or positive effect on the project. The chart also shows the plan of action as it relates to the stakeholders.

Stakeholder	Describe Participation	Evaluation	Impact of participation	Rate	Plan
CDC board members	Will be governing body	High	Vital to the success of the program	+	Present proposal to the pastor, then to the board to gain support of project
City Commissioner	Funding advocate	High	Important – support from Commissioners would play a part in successful funding of the program	+	Set up meetings with Commissioner to introduce and explain the project idea
Interested Residents	Could be board members of CDC component	Medium	Important – Residents need to feel that they can play a part in this project	+	Invite residents to become a part of the board
Funders	Will provide program funding	High	Critical – to bringing this project to fruition	+	Complete research. Prepare grant funding proposals

Project Goals and Objectives

The goals of this project are business creation and assistance to low -income residents.

This new program will provide quality early education childcare, at no cost, to low - income residents of Miami Gardens and surrounding neighborhoods that meet the poverty guidelines set by the Federal government. Not only will this venture provide quality childcare to disadvantaged families, but it will also provide new jobs in the community. The facility will have to be staffed and maintained properly. Supplies will be bought and food service will also be provided.

The success of meeting the project goals will be measured by various benchmarks and achievements. Some other goals would be the meeting the zoning requirements for operating a childcare facility in the target area; full staffing and enrollment at the Head Start center by the fall of 2006.

The logic model below shows the details of the project in terms of its goals and objective.

Inputs	Processes	Outputs	Short-Term Outcomes	Intermediate Outcomes	Long-Term Outcomes
Federal funding secured License and permit attained Facility prepared Equipment and supplies ordered Staffing in place Enrollment completed	Provide free day care to families within government poverty guidelines. Provide healthcare counseling to parents Establish parent policy committee Establish parent volunteer program Establish parent involvement group Provide family counseling and job referrals to parents Monitor child's progress	New Head Start Center in Miami Gardens, Florida Two classes with 20 students each On-site social services counseling available for families	Creation of new preschool/childcare center dedicated to serving low income families. Creation of seven new jobs. Free and safe child care. Parents more involved in child's education	Reduce economic burden of pre-school/childcare costs for low income families with children enrolled in the Head Start Program	Parents can find and keep employment Increase in economic stability of low-income parents

The objectives to meet the goal of this project outlined in the table below.

Goal 1: Open a Head Start Center in Miami Gardens under the auspices of Mount Hermon CDC.	
Estimated Completion Date	Activity
September - December 2005	Further research of the literature and best practices
October 2005 – January 2006	Research funding opportunities
December 2005	Meet with County Head Start Director
December 2005 – January 2006	Meet with City officials regarding additional funding
Goal 2: Improve preparedness of pre-school age children for kindergarten and beyond.	
Estimated Completion Date	Activity
January – February 2006	Research licensing requirements
March 2006	Complete necessary funding application requirements
April 2006	Evaluation of implementation of project
Goal 3: Increase economic stability of parents who have their children enrolled in the Head Start program through Increase the physical health and nutrition of children in low-income families that are at or below poverty standards set by the Federal government.	
Estimated Completion Date	Activity
May - September 2006	Staff and Enrollment campaign (recruiting)
October 2006	Enrollment begins
January 2007	Head Start Center opens

III. Project Design

1. Review of the Literature

Early childhood programs play an important role in the development of a child. This is evident in all children regardless of the social status of the child's family or their ethnic background. It is believed that programs such as Head Start are essential in preparing young children from low-income parents for a successful school experience. In today's society, it is pretty much the norm, for children to be born of "working mothers" with established careers. These parents can usually afford the luxury of being able to place their children in day care facilities, even as young as the infancy stage. However, the trend of "stay at home" mothers is becoming increasingly popular. Mothers are choosing not to go back to work, but rather to stay home and be close to their children during the early years of life. This method has advantages and disadvantages for children. These children may get more attention with the parent, but I believe, these children also run a risk of social abnormalities due to a lack of interaction with other children. The intention of this search is to divulge the various aspects of the effect that early childhood programs has on the life of a child.

When the research was started the technical consultant had very little knowledge of how to conduct this type of research. After learning more about literature search, the internet was used to search for anything on childhood development programs. Books were sought from library on the subject. This led to an in depth information of the history of early childhood programs in the United States. I realized this is an enormous field of research.

One of the first things that was found to be a startling statistic was the fact that 25% – 60% of young children are not prepared to be successful in kindergarten. Of children who drop out of high school, half were already behind before they even entered kindergarten and half would never make up the achievement gap (Klein, 2004).

Another source discusses the many disagreements that exist regarding what the long-term effects of early childhood programs really are. These disagreements are to the extent that public policy makers cannot offer recommendations without first resolving some of the issues (Barnett, 1995). Some examples of these issues are socialization issues, low-income children, the effects of the different program types, and age ranges. Almost ten years later, some of the same issues were being addressed. According to Shonkoff (2004), a comprehensive report was released that identified some essential features of effective programs. These features seem to be an answer to some of the issues stated above.

Elkind (1987) wrote specifically about at-risk children and the miseducation of these children. Dr. Elkind explores the reasons this exists and discusses what parents should look for when deciding on the initial phase of a child's education. Borden (1997) wrote a preschool guide for parents that describes different types of early childhood programs and explains many topics, from choosing the right program, to a child's growth patterns, to forging a partnership with the program staff. (Kozol 1991) described segregation in the country's school system and the vast differences between urban and suburban schools.

Lots of websites give excellent information on starting an early childhood program. Some of these sites are listed in the references. It was satisfying to complete the research on the literature.

2. Program

The project aims to create a Head Start program in the newly formed City of Miami Gardens, Florida. This program will be affiliated with Mount Hermon African Methodist Episcopal Church (AME). It is intended to be ministry of the church. The church formed a community development corporation (CDC) some years ago, at which time; it was awarded a 501(c) 3 status. However, due to changes in the administration of the church, the 501 (c) 3 designation was not renewed and thus rendered the CDC inactive. Now the administration of the church has stabilized with the current pastor being reappointed by the Episcopal Bishop consecutively for the last ten years. The pastor has expressed a strong desire to re-establish the 501 (c) 3 status of CDC. The pastor was excited that I would be an integral part in realizing this vision. It was proposed, as part of this project, to bring the CDC back to a full active status and the Mount Hermon CDC will administer the program.

3. Participants

The program will be designed to meet the needs of low-income residents in the city of Miami-Gardens. However, the program will also be offered to persons that work in the City or live in surrounding areas who meet the poverty guidelines. The goal is to have an enrollment of 40 children during the inaugural year of operation.

4. Community Role

The church has a large number of members who are educators, either current or retired. These persons will be an important resource for the project. There are others with skills such as grant writing and management skills that will play an integral role in the success of the project. Another important resource will come from my sister who is currently employed by a successful Head Start program.

The program will be housed on the new church grounds. The church will have separate classrooms on the campus that may be used to house the Start Program. If necessary, trailers can be installed to house the program on the church grounds. The program will be located in an area that is very close to major transit bus routes and main highway exchanges.

The community will be engaged by inviting community members to be on the board of directors for the CDC. Volunteers from the community will be solicited to participate on the advisory board of the Head Start Center. Stakeholders that will be involved in the entire process include:

- Local government officials from the City of Miami Gardens.
- Staff and management from other Head Start centers in the neighboring communities
- Interested community residents (not parents of children enrolled in the program)
- Local Crime Watch Association

5. Host Organization

Mount Hermon Community Development Corporation (MHCDC) a 501 (c) 3, was created by the Mount Hermon African Methodist Episcopal Church in the 1980's. The church was founded in over fifty years ago in 1952. It is part of a connectional body of churches across the several countries. The local church has a current membership of over 2500 members. The church is pastored by the Reverend Henry E. Green, Jr. He has been the pastor for the past ten years. The church is in the process of completing a multimillion dollar worship center on five acres of land in the city of Miami Gardens. The new worship center is scheduled for completion in September 2005. The new worship center will have several classrooms, a multipurpose room, library, sanctuary, chapel and administrative offices at the site.

At present administrative offices of the church is located in a detached building near the church. When the administrative offices move to the new facility this building will become the offices for MHCDC.

The organization has only a small board of directors at this point. More board members will be added after the church has moved into the new facility. No organization chart is available. The technical consultant held primary responsibility for the implementation of the project with additional advice and counsel from the Pastor.

6. Method

This new program will provide quality early education childcare, at no cost, to low income residents that meet the poverty guidelines set by the Federal government. This will allow parents the ability to maintain or find employment and manage household expenses more effectively. The Head Start program was selected because it offers a program for disadvantaged families, where children between the ages of 18-months and 4 years are taught the necessary skills to be successful in school. Parents will be heavily involved in the child's development. They are required participate in the educational process of their children, on a volunteer basis at the center. The children's health and nutrition will be closely monitored while attending in the program. Program staff will be in frequent communication with the parents. The Head Start staff will also adhere to strict guidelines of the program.

Potential Collaborators or Competitors

There is a possibility of a partnership with two potential organizations that already have successful Head Start programs. These organizations are the James E. Scott Community Association (JESCA) or Family Christian Association of America (FCAA). This organization can also play a part as a resource of information for this project.

Products & Outputs

The table on the next page indicates the products and outputs of the project.

Goal 1: Open a Head Start Center in Miami Gardens under the auspices of Mount Hermon CDC.		
Objective: Two classes containing 20 children in each class providing quality childcare and pre-school activities at no cost to parents from low-income families.		
Tasks	Outputs	Products
Research Funding opportunities	Identify sources and apply for funding for start up and sustainability of program	Funding applications submitted and funding approved and awarded
Research potential partners	Identify partnering group if necessary	Partnering agreement in place
Research licensing procedures	Apply for licenses	Licenses obtained.
Conduct staff search	Staffing secured	Head Start Center fully staffed.
Goal 2: Improve preparedness of pre-school age children for kindergarten and beyond.		
Objective: Increase the fundamental education foundation for children ages 3 5		
Tasks	Outputs	Products
Conduct surveys with parent to identify needs	Screen children for various learning and behavioral patterns	Place children in classes according to the child's ability to learn.
Develop parent involvement committees	Parent volunteers chosen	Initiate schedule for volunteer service by parents
Testing of children when potential problem is recognized	Identify problems make recommendations for further testing or professional help	Monitor children's growth and performance
Goal 3: Increase economic stability of parents who have their children enrolled in the Head Start program through Increase the physical health and nutrition of children in low-income families that are at or below poverty standards set by the Federal government.		
Objective: Provide free services through the Head Start program.		
Tasks	Outputs	Products
Provide nutritional counseling	Monitor eating habits of children	Free lunch program offered for children
Provide health screening for children	Review of child's health and shot record	Referrals to physicians for immunizations, etc.
Involve parents in creation or revision of center policies	Create policy committee	Policy committee formed and meeting on quarterly basis

IV. Project Implementation

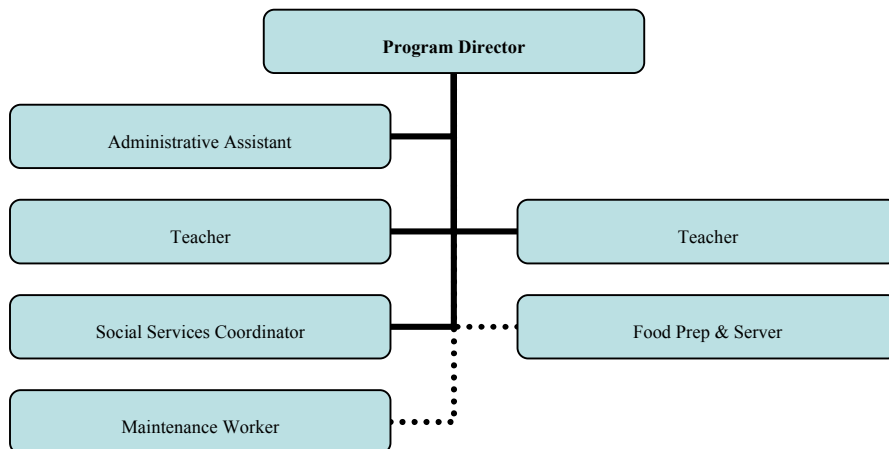
1. Implementation Plan

Several measures must be in place in order to successfully implement the project. You can find a timeline chart (Gantt Chart) in the appendix 3. It gives details of the implementation of this project. Some changes occur to this chart during the implementation phase as some tasks are completed ahead of schedule and other tasks may be delayed. This is a working timeline.

2. Staffing Pattern

The organization chart below shows the staffing for the first year of operation of the program. Job descriptions are located in the Appendix 1.

MHCDC Head Start Program Organization Chart



3. Budget

See Appendix 2 for a full detailed budget. The first year's operation will require all budget items needed to open the Head Start center. This is quite a large budget of almost \$500,000. The largest portion of the budget is comprised of staff salaries. Most of the funding will come from government sources since this is part of a Federal program. The remaining funding will be from private sources and in-kind.

Project Implementation Report

Date	Activity	Responsible Party	Other Resources	Status
September - December 2005	Research of the literature and best practices	Deborah Miller		Ongoing
October 2005 – January 2006	Research funding opportunities	Deborah Miller	Other Technical Consultant	Application received
December 2005	Meet with County Head Start Director	Deborah Miller	Other Technical Consultant	Completed
December 2005 – January 2006	Meet with City officials regarding additional funding	Deborah Miller	N/A	Completed
January – February 2006	Research licensing requirements	Deborah Miller	N/A	Completed
March 2006	Secure necessary funding and staffing requirements	Deborah Miller	Other Technical Consultant	Funding application completed
April 2006	Evaluation of implementation of project	Deborah Miller	N/A	Completed
May – Oct 2006	Recruitment and staffing	Host Organization	Other Technical Consultants	Pending
January 2007	Head Start Center opens	Head Start Center Staff	N/A	Pending

V. Monitoring and Evaluation

Monitoring

Through out the implementation of the project specific monitoring was conducted to evaluate the effectiveness of the process. Major delays occurred during the implementation phases many of which were beyond control.

1. Management Information System

Formative information was gathered from various sources during the implementation of the project. Progress of the building project of the host organization played a major role in scheduling of events for this project. Close communication with the host organization was imperative to keep the project on schedule and also to revise the implementation completion date as needed. Several indicators were used to assess the progress of the project that includes:

- Approval of the project by the host organization
- Analysis of stakeholders
- Assessing the need for the services provided by the project
- Gathering of information for licensing and funding sources
- Review progress of the host building project under construction

2. Monitoring Summary Table

Objective 1: Seek approval from the host organization to develop a Head Start Center on the new building project.		
Monitored By	Timeline	
	Planned	Actual
Technical Consultant	December 2004	December 2004
Objective 2: Assess the need for the Head Start center in the target community.		
Monitored By	Timeline	
	Planned	Actual
Technical Consultant	January 2005	December 2004
Objective 3: Research funding sources and licensing requirements.		
Monitored By	Timeline	
	Planned	Actual
Technical Consultant	January 2006	February 2006
Objective 4: Follow up of status of the building construction project.		
Monitored By	Timeline	
	Planned	Actual
Technical Consultant	Monthly	Monthly
Objective 5: Staffing search and recruitment campaign		
Monitored By	Timeline	
	Planned	Actual
Technical Consultant	May 2006	Pending
Objective 6: Opening of Head Start Center		
Monitored By	Timeline	
	Planned	Actual
Technical Consultant	August 2006	Pending

Evaluation

Due to major delays in construction of the building to house the Head Start Center the evaluation process was greatly affected. Summative results are not available to indicate the impact of the Head Start Center on the community or families it will serve, thereby subjecting the project to a failed status at this point. The project implementation process will continue beyond the scope of the CED program. Future summative evaluation will result in the formulation of one business, the Head Start center, 40 children placed in preschool from low-income families, and the creation of at least seven new jobs.

Formative results center on the major negative impact of a construction project that has been significantly delayed. The delay of the construction project directly affected the progress of the project. Many tasks and benchmarks were not achieved due to the lack of a completed building. The delays were caused by several reasons. The two most significant causes of delay in the construction project were cost overruns and extreme adverse weather conditions. The cost overruns resulted in a standstill of the construction project at approximately 70% to 80% of completion and the need to acquire additional funding in order to proceed with the construction process. A new funding package has been negotiated and subsequently closed on February 15, 2006. The construction has commenced again and the estimated completion and occupancy date has been set for November 2006. This would mean that the Head Start Center could open its doors to the public by January 2007. An opening date of January 2007 could present an advantage for the recruitment and enrollment process since all other Head Start centers in the target area that are established and opened for business will be filled to capacity. This would create

an opportunity to easily meet enrollment criterion by families that have been put on waiting list by other centers. These families would not have to wait until the next opening or even the next school year, but would rather have immediate access to preschool for their children.

3. Performance Indicators

Formative and summative evaluation of the project establishes only partial success of the project to the extent that the construction phase was not completed on schedule. The chart below illustrates some of the major indicators of performance in the implementation process of the project.

Indicator	Summative	Formative	Results (Yes/No/Pending)
Zoning approved	Site must be zoned with a child care/pre-school designation	Secure appropriate zoning	Y
License and permits attained	Licensing must be attained	Licenses applied for	Y
Funding applications	Federal Head Start funds and start up funds needed.	Funding application submitted to appropriate agency	Y
Staffing search	Interview and hire qualified staff for the Head Start center	Recruitment committee formed	N
Conduct best practice interviews and observation	Gather information on successful head start centers to use a model for this project	Meet with area Head Start centers and County Head Start program director	Y
Enrollment Campaign	Commence enrollment campaign within the community	Firm enrollment of 40 children to begin in the Head Start center	N

4. Summary Evaluation Table

A summary of the evaluation as shown in the table below clearly indicates some successes. However, it is also clear that some failures in the project were realized also.

Objective 1: Seek approval from the host organization to develop a Head Start Center on the new building project.	
Timeline	
Planned	Actual
December 2004	December 2004
Objective 2: Assess the need for the Head Start center in the target community.	
Timeline	
Planned	Actual
January 2005	December 2004
Objective 3: Research funding sources and licensing requirements.	
Timeline	
Planned	Actual
January 2006	February 2006
Objective 4: Follow up of status of the building construction project.	
Timeline	
Planned	Actual
Monthly	Monthly
Objective 5: Staffing search and recruitment campaign	
Timeline	
Planned	Actual
May 2006	Pending
Objective 6: Opening of Head Start Center	
Timeline	
Planned	Actual
August 2006	Pending

Sustainability

The Head Start program has been in existence for over forty years. It is among the most successful programs of its kind. It directly benefits low-income families by making available, a means for leverage in the educational process for children that may not otherwise, have access to a quality educational foundation. It is for this reason, that the program will sustain itself. The community in which the Head Start Center is located is a low-income community with an enormous need for quality child care and preschool education according to the NRSA (2005).

1. Sustainability Elements

This will be an important program for the City of Miami Gardens and the County at large. City government officials will be involved in every aspect of the project including involvement in the board of directors of MHCDC. Relationships will be formed with Head Start program in neighboring communities that are well managed and successful.

2. Sustainability Plan

The Head Start center will have its main source of sustainability through the experience of the pastor. The pastor is very experienced in the oversight of a Head Start center. The pastor has successfully administered a Head Start program with over 100 children participating at previous church. This experience will be paramount in the ability to institutionalize the center as a viable part of the community.

3. Institutional Plan

MHCDC will administer the Head Start program. Funding will be provided by private and public sources. Technical support and consultation for the center's staff will be provided by the pastor. This will be the main project of the CDC over the next few years. The CDC will constantly monitor the quality of service provided by the program and the integrity of the staff of the program. The CDC will also be monitored by the connectional AME church.

VI. Conclusion and Recommendations

Results

The project commenced with great enthusiasm and outlook. As the project proceeded, it was met with numerous setbacks and delays resulting in only partial success of the project and several disappointments. Complete success will be realized eventually.

Unfortunately, this goal will occur outside the scope of the CED program. The research was a success, data collected from local government sources showed a definite need for the Head Start. Quality child care is at the top of the community needs assessment.

In October 2004, the project was presented to the host organization. Scheduling conflicts in the pastor's calendar was the first source of delay of the approval of the project. In December 2004, the project was finally accepted and approved for implementation.

Upon approval to proceed with the project, research on the various funding available for such a project was successfully conducted. The major portion of funding will come from

the Federal Head Start program. Other additional funding will come from local government agencies, the Office of Community Service, (OCS). Other additional funding will come directly from the host organization.

In January 2006, research was conducted on the different licenses needed for operation of a childcare/preschool facility. This research revealed several different licenses and certifications required by the Miami-Dade County and the State of Florida. These licenses include:

- Florida Department of Children and Families (DCF) Childcare Facilities Checklist
- Miami-Dade County Certificate of Occupancy
- Miami-Dade County Fire Rescue Operational Permit
- State of Florida, Department of Health Permit
- State of Florida Certification of Director's Credentials
- DCF Childcare Facility License
- State of Florida Occupational License for Miami-Dade County
- DCF Food Service Inspection Report
- CPR Certification of all class room Staff

The building project was scheduled to be completed in September 2005; this would have given sufficient time for the new facility to be up and running for almost one complete year prior to the opening of the Head Start center in August 2006. A very disappointing sequence of events unfolded in the summer of 2005, just prior to the scheduled completion of the building project. The hurricane season of 2005 was extremely active.

Three major hurricanes impacted the construction process. Next a building code violation was identified with the construction of the roof of the building. This resulted in change orders and subsequent cost overruns. Eventually, the construction financing was consumed by the change orders and cost overruns and the construction process came to a screeching halt. Loan funds were no longer available to complete the construction. The church had to seek additional financing for the building project. This process took longer than anticipated. However, the church negotiated a new \$6 million financing package to complete the building with a company named Team Ministries. This is a financing organization that specializes in financing church projects. The loan with Team Ministries closed on February 16, 2006 and the construction will, once again, commence immediately. The new completion date is scheduled for November 2006. In an effort not to delay the opening of the Head Start Center in further, it is planned to open in January 2007. The host organization has agreed on this proposed opening date.

Funding applications and licensing applications will be completed in March 2006. As of April 2006, an evaluation of the implementation phase of the project will be presented to appropriate parties. The evaluation will focus on accomplishments to date and disappointments in the progress of the entire project.

In February 2006, a staffing committee was formed. A staff search will commence in May 2006. This search will continue through approximately June or July 2006. After the staff has been identified, hired and properly trained, a student enrollment campaign will commence, beginning October 2006. Until such time as the construction project is

complete, the staff will be housed in the current administrative offices of the church and CDC.

There is no fore cast of any potential problem with achieving full enrollment of the Head Start program. The Head Start Center is scheduled to open for business on January 2, 2007.

Recommendations

1. Plan for success; prepare for disappointments: the Head Start seemed to be a slam dunk project. One very important element was underestimated, the possibility of construction delays. Another factor that was also not estimated well was extreme inclement weather. This is an unpredictable circumstance. Summer weather conditions in South Florida are usually quite rainy. Rain delays were factored in the construction scheduled but three major hurricanes could not possibly have been predicted by the contractors or the host organization.
2. Take nothing for granted: Murphy's Law is inevitable. Anything that can happen, will happen. Always have a "plan B". When things don't go your way, find another route.
3. Work smart, not hard: Network is everything. Use resources that are available to you through friends and colleagues. There is a wealth of information in the people

around you. If you know someone that has successfully complete a similar project, ask for help, advice and suggestions to make your project successful.

4. Don't procrastinate: Time waits for no one. When you think you have a lot of time to complete a task, something unexpected will come up that will eventually push you off schedule. If you stay ahead of the game, a slight delay or detour will not have a major impact on your project success.
5. Solo is not always Solace: Don't go it alone. Form a committee, build a team. It is very easy to burn out, if you try to take on a project alone. Even if it seems like a simple project, there will be more tasks than one could realize at the onset. As the project unfolds, you will probably find out that it is really too much for one person.
6. Don't give up: Many frustrating set backs can occur during the project implementation phase. Be steadfast and stay positive. Keep looking forward and press your way to the completion of the project.
7. No news is not always good news: Follow up is imperative. Never take anything for granted. Follow up on all everything. Don't leave anything to chance. If you wait for someone or something else to make things move forward in your project, it won't happen until diligent follow through occurs.

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VIII. Appendices

1. Needs Assessment
2. Staff Job Descriptions
3. Program pro forma
4. Project Implementation Timeline (Gantt Chart)

Appendix 1 Needs Assessment

Commission District 1

City of Opa-Locka (Opa-Locka NRSA) and
City of Miami Gardens (Bunche Park, Carol City, Golden Glades, Lake Lucerne, and Norland)

FY 2005 Community Priority Needs

Priority Needs	High	Medium	Low
<u>Public Services</u>			
Child Care Services	High		
Computer Training Services for Adults	High		
Employment Training	High		
Financial Counseling / Debt Management Services	High		
Handicapped Services	High		
Health Services	High		
Homeless Support Services	High		
Homeownership Counseling Services	High		
Senior Services	High		
Youth Services	High		
Legal Services		Medium	
<u>Historic Preservation Programs</u>			
Non-Residential Rehabilitation of Historic Sites			Low
Residential Rehabilitation of Historic Sites		Medium	
<u>Affordable Housing</u>			
Elderly Rental Housing - Rehabilitation or New Construction	High		
Single Family Homeownership – Rehabilitation or New Construction	High		
Multi-Family Rental Housing – Rehabilitation Projects Only		Medium	
Homeownership Counseling	High		

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Appendix 2 Staff Job Descriptions

Program Director

The Director will manage the day to day activities of the Head Start program. He/she will supervise all program staff members. The Director will give regular reports of the general welfare of the program to the MHCDC executive director and board of directors. The program director will provide on-site training to staff members. The program director will also be responsible for maintaining the program budget. The program director will attend regular meetings of the local, state and Federal Head Start program.

Administrative Assistant

The Administrative Assistant will provide the program director with routine and complex day to day administrative/secretarial duties. These duties will include typing, faxing, answering phones, and other duties as assigned by the program director.

Teacher

Supervise and instruct children in prescribed academic curriculum. Teachers will be certified by the state of Florida to teach preschool age children. Teachers will conduct regular consultations with parents.

Social Services Coordinator

The Social Services Coordinator will administer the enrollment process of the children. He/she will also conduct home visits when necessary to monitor the child's home environment. He/she will also monitor the health records for the children enrolled in the

program to ensure the child is receiving all the necessary medical attention needed. The social services coordinator will conduct parent counseling to help with socio-economic status of the family. The social service coordinator performs recruitment activities for the program to ensure enrollment levels are maintained.

Kitchen/Server

The main duty of this staff member is to prepare and serve food to the children.

Maintenance person

The maintenance person will be responsible for keeping a clean and hazard free classroom and building area.

Appendix 3

MHDC Head Start
Program Budget
July 2006 - May 2007

Project Revenue

Federal Head Start (Grant)	250,000
Matching Funds (Grant)	250,000
In-Kind	30,000
Total Project Income	530,000

DESCRIPTION	Program Budget	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Total	
Salaries														
Regular Employees	194,686	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	17,699	194,689
Part-time Employees	97,339	8,849	8,849	8,849	8,849	8,849	8,849	8,849	8,849	8,849	8,849	8,849	8,849	97,339
Sub-Total Salaries	292,028	26,548	26,548	26,548	26,548	26,548	26,548	26,548	26,548	26,548	26,548	26,548	26,548	292,028
Fringe Benefits	58,410	5,310	5,310	5,310	5,310	5,310	5,310	5,310	5,310	5,310	5,310	5,310	5,310	58,410
Total Salaries and Fringe Benefits	\$ 350,438	31,858	31,858	31,858	31,858	31,858	31,858	31,858	31,858	31,858	31,858	31,858	31,858	350,438
Administrative/General														
General Liability Insurance	1,560	1,560	0	0	0	0	0	0	0	0	0	0	0	1,560
Utilities	5,500	500	500	500	500	500	500	500	500	500	500	500	500	5,500
Publications/Printing	1,500	135	150	135	135	135	135	135	135	135	135	135	135	1,500
Postage	150	22	22	15	22	0	15	24	0	15	15	0	150	
Telephone	3,850	350	350	350	350	350	350	350	350	350	350	350	350	3,850
Waste Collection	4,125	375	375	375	375	375	375	375	375	375	375	375	375	4,125
Licences/ Permits	2,500	2,500	0	0	0	0	0	0	0	0	0	0	0	2,500
Field Trips	500	125	0	125	0	0	125	0	0	125	0	0	0	500
External Audit	11,000	0	0	0	0	0	11,000	0	0	0	0	0	0	11,000
Total Administrative/General	\$ 30,685	5,567	1,397	1,500	1,382	1,360	12,500	1,384	1,360	1,500	1,375	1,360	1,360	30,685
Supplies														
Office Supplies	6,000	800	500	500	500	500	500	700	500	600	500	400	6,000	
Classroom Supplies	7,497	1,000	681	682	681	682	704	682	681	682	681	341	7,497	
Administrative Supplies	5,000	655	455	455	455	455	455	455	455	455	455	250	5,000	
Playground Supplies	5,000	1,000	455	455	455	455	0	815	455	455	455	0	5,000	
Cleaning Supplies	7,000	640	636	636	636	636	636	636	636	636	636	636	7,000	
Kitchen Supplies	7,500	682	682	682	682	682	682	682	682	682	682	680	7,500	
Food Supplies	11,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,000	
Total Supplies	\$ 48,997	5,777	4,409	4,410	4,409	4,410	3,977	4,970	4,409	4,510	4,409	3,307	48,997	
Contractual Services														
Rental Building	31,100	2,828	2,827	2,827	2,827	2,827	2,828	2,827	2,827	2,828	2,827	2,827	31,100	
Building Maintenance	15,000	1,364	1,364	1,364	1,364	1,364	1,362	1,364	1,364	1,364	1,364	1,362	15,000	
Transportation	12,000	1,091	1,091	1,091	1,091	1,091	1,090	1,091	1,091	1,091	1,091	1,091	12,000	
Office Equipment	12,500	3,125	0	0	3,125	0	0	3,125	0	3,125	0	0	12,500	
Total Contractual Services	\$ 70,600	8,408	5,282	5,282	8,407	5,282	5,280	8,407	5,282	8,408	5,282	5,280	70,600	
Other Operating Expenses														
Parent Activity Funds	280	0	0	0	0	0	140	0	0	0	140	0	280	
Total Other Operating Expenses	\$ 280	0	0	0	0	0	140	0	0	0	140	0	280	
Budget Grand Total	\$ 501,000	\$ 51,610	\$ 42,946	\$ 43,050	\$ 46,056	\$ 42,910	\$ 53,755	\$ 46,619	\$ 42,909	\$ 46,276	\$ 43,064	\$ 41,805	501,000	

Appendix 4 Project Implementation Timeline

