



MIAMI-DADE COUNTY  
COMMUNITY ACTION AND HUMAN SERVICES DEPARTMENT  
Head Start/Early Head Start



2013-2014  
ANNUAL REPORT



701 NW 1<sup>st</sup> Court, 9<sup>th</sup> Floor, Miami, Florida 33136

Telephone: (786) 469-4622

Fax: (786) 469-4756

Website: <http://www.miamidade.gov/socialservices/head-start.asp>

## Introduction

This report has been prepared in order to comply with the Head Start Reauthorization Act of 2007. The Act states that:

“Each Head Start agency shall make available to the public a report published at least once in each fiscal year that discloses the following information from the recently concluded fiscal year, except that reporting such information shall not reveal personally identifiable information about an individual child or parent:

- (A) The total amount of public and private funds received and the amount from each source.
- (B) An explanation of budgetary expenditures and proposed budget for the fiscal year.
- (C) The total number of children and families served, the average monthly enrollment (as a percentage of funded enrollment), and the percentage of eligible children served.
- (D) The results of the most recent review by the Secretary and the financial audit.
- (E) The percentage of enrolled children that received medical and dental exams.
- (F) Information about parent involvement activities.
- (G) The agency’s efforts to prepare children for kindergarten.
- (H) Any other information required by the Secretary.”

## Overview

Miami-Dade County Community Action and Human Services Department (CAHSD) Head Start/Early Head Start is a comprehensive child and family development program for low-income families with children between the ages of birth to five years old. Head Start offers education, health services, social services, nutrition, parent involvement activities, mental health services and services to children with disabilities. Children who are from 0 to 5 years old and meet income eligibility guidelines established by the United States Department of Health and Human Services, participate in this nationally recognized program. Parent involvement is the filament that links all program components together. Head Start philosophy believes that “parents are the child’s first educators” and active parent engagement with their children continues in the Head Start program. Additionally, parents have a tremendous opportunity to develop leadership skills, exert a positive impact on their child’s overall progress, and be involved in the program, personnel and fiscal decisions that affect the Head Start program.



**Community Action and Human Services Department (CAHSD) Mission:**

The mission of Community Action and Human Services Department (CAHSD) is to empower disadvantaged families and communities through advocacy, education, resources mobilization and service delivery, and provides comprehensive social services to assist children, adults and families to attain self-sufficiency, function independently and lead productive lives.

**Head Start/Early Head Start Mission:**

To develop the social competency of young children; promote school readiness; and serve as a catalyst to empower families for growth and change.

**Head Start/Early Head Start Management Philosophy:**

Put children first, strive for excellence, project a professional image and attitude, and treat everyone with respect.



## School Readiness

The Miami-Dade County Community Action & Human Services Department (CAHSD) Head Start/Early Head Start provides developmentally appropriate educational experiences through exploratory learning opportunities to develop school readiness skills for children birth to three. The Head Start/Early Head Start program uses a research-based curriculum. The curriculum enhances young children's abilities to develop trusting relationships, promotes curiosity and problem solving, and increases communication skills. Head Start/Early Start respects and values parents as their children's first teacher and facilitates a strong collaboration between teachers, parents and children. This collaboration results in active hands-on learning experiences, manipulating materials, describing life events and embracing communication.

Preparing children for kindergarten and success beyond Head Start/Early Head Start is the daily focus for each child. Miami-Dade CAHSD HS/EHS developed a School Readiness Advisory committee, consisting of community partners, Early Childcare professionals, delegate agency staff, and parents to implement innovative research to prepare children and families for success.

School Readiness goals are the expected performance levels and progression of children across various domains of child development. The CAHSD HS/EHS program emphasizes teacher/child interactions and

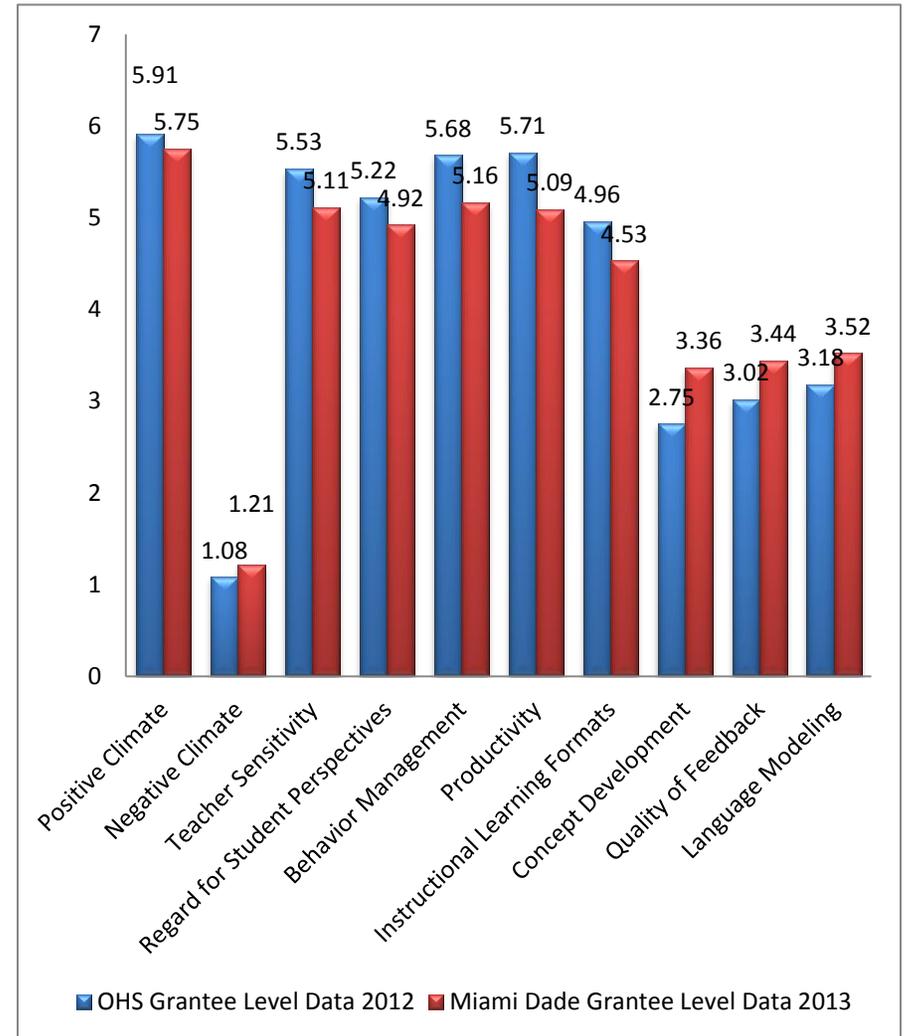
measures children's growth utilizing the Galileo Assessment tool. The School Readiness Domains for Head Start include: Social and Emotional Development, Approaches to Learning, Creative Arts, Logic and Reasoning, Social Studies, Nature and Science, Language and Literacy, Early Math, and Physical Development and Health. The School Readiness Domains for Early Head Start include: Social and Emotional, Approaches to Learning, Cognitive Development and General Knowledge, Language, Communication, Reading and Writing, and Physical and Health Development. English Language Acquisition domain is used to measure student's growth in acquiring English for dual language students.

The CAHSD HS/EHS Program engages in the following strategies to prepare enrolled students for Kindergarten: 1) Incorporates innovative language and literacy activities daily; integrate technology into classroom activities, 2) completes on-going assessment of children's progress and uses children's individualized child outcomes data to plan developmentally appropriate activities on a daily basis.

**CLASS:** CAHSD HS/EHS continues to use the Preschool CLASS Observation tool to measure teacher interactions. In addition to utilizing the Preschool CLASS Observation tool CAHSD implemented a Practice - Based Coaching initiative which has successfully improved teaching skills. CLASS is a widely used assessment tool to determine classroom quality including as part of Head Start Triennial review. CAHSD HS/EHS CLASS scores are above national averages demonstrating the effectiveness of teaching strategies in the Head Start classroom.



*CLASS Analysis  
National Average 2013  
Miami Dade Grantee Level Data 2013*



(a) The total amount of public and private funds received and the amount from each source.

The funding level for 2013-2014 included \$56,327,452 in the regular operating grant and \$636,948 in training and technical assistance funds. The funding for 2013-2014 was reduced by \$2,968,457 due to the federal sequestration. Head Start programs are required to provide at least a 20% match of their total funding in order to spend federal dollars. CAHSD HS/EHS fulfills this requirement through donated services and supplies, and documents community support received through donations, parent and community volunteer.



(b) An explanation of budgetary expenditures and proposed budget for the fiscal year.

|   |                     |
|---|---------------------|
| <b>Federal Head Start</b>   | <b>\$59,889,553</b> |
| Personnel and Fringe Benefits   | \$5,192,625         |
| Supplies(office & classroom, postage, photocopy)  | \$117,822           |
| Contracted Services (psychologist services, nutrition consultant, payment for child care slots)   | \$41,086,037        |
| Other (telephone, advertising, auto expenses, registration fees, utilities, audit, medical services, disabilities services, staff travel, parent travel & activities, pupil transportation, building leases, insurance, food, curriculum fees, licenses, and equipment maintenance) | \$13,050,162        |
| Out of area travel  | \$125,822           |
| Training  | \$317,085           |
| <b>Federal EHS</b>  | <b>\$7,659,575</b>  |
| Personnel and Fringe Benefits   | \$75,555            |
| Contracted Services   | \$5,941,593         |
| Program Expenses  | \$1,434,279         |
| Travel/Transportation   | \$16,062            |
| Training  | \$192,086           |

## Our Program Service Providers

Miami-Dade County oversees program operations to seventeen (17) delegate agency partners to provide direct program services, ensuring the provision of high quality services to children and families. Miami-Dade County's Head Start/Early Head Start Program served a funded enrollment of 6,738 Head Start children and 496 Early Head Start Children in 84 center-based and home-based locations throughout Miami-Dade County.

| Service Providers                       | Enrollment |
|---|------------|
| Allapattah                              | 77         |
| Catholic Charities                      | 1275       |
| Centro Mater                            | 590        |
| Easter Seals                            | 488        |
| Family Christian Association of America | 524        |
| Haitian Youth                           | 106        |
| KIDCO                                   | 392        |
| Landow Yeshiva                          | 96         |
| Le Jardin                               | 512        |
| Miami-Dade County Public Schools        | 2127       |
| O'Farrill Learning Center               | 250        |
| Our Little Ones                         | 118        |
| Paradise Christian                      | 185        |
| St. Alban's Enrichment Center           | 170        |
| Sunflower Academy                       | 50         |
| United Way Center of Excellence         | 62         |
| YWCA                                    | 212        |



(c) The total number of children and families served, the average monthly enrollment (as a percentage of funded enrollment), and the percentage of eligible children served.

Recruitment efforts focus on identifying all children categorically eligible for the program prior to accepting any children between the 101-130% poverty level. Although many families are employed with an income that exceeds the 100% poverty guidelines they do not reach the level of income resulting in self-sufficiency and therefore we've seen a marked increase in families within the 101-130% of poverty requesting and demonstrating need for enrollment.

#### 2013-2014 School Year:

The total numbers of families served: 7597

Total number of children served: Head Start: 7386; Early Head Start: 662; Pregnant Women: 6 Total: **8054**

Average monthly enrollment: HS: 6422 EHS: 451

#### Enrollment by income category:

Eligible- 100 % of poverty guidelines- 7194  
Eligible 100-125% of poverty guidelines- 0  
Eligible Over-Income- 108  
Eligible IEP-552/IFSP-113  
Eligible Foster Care- 10  
Eligible TANF/SSI-611  
Eligible Homelessness- 131

#### Enrollment by age category at time of enrollment:

|                        |      |
|------------------------|------|
| Pregnant Women         | 6    |
| Less than one year old | 128  |
| One year old           | 219  |
| Two years old          | 425  |
| Three years old        | 3621 |
| Four years old         | 3655 |
| Five years old         | 0    |

(d) The results of the most recent review by the Secretary and the financial audit.

Results of the Most Recent Review by the Secretary and the Financial Audit

On February 3 - 14, 2014, the Administration of Children and Families conducted an on-site review of the Head Start Program; there were three (3) non-compliance issues in the area of Program Governance, ERSEA, and Child Health and Safety. On November 18-21, 2014, a follow-up monitoring Desk Review was conducted and found the Program to be in full compliance.

The Independent Auditor's report for the Fiscal Year Ending September 2013 issued an unmodified opinion is available for review at the following link.

<http://www.miamidade.gov/finance/library/single-audit-2013.pdf>



## CHILD HEALTH & IMMUNIZATION SERVICES

Head Start and Early Head Start commitment to wellness embraces a comprehensive vision of preventative health care needs our children and families. We provide a comprehensive health service program which includes preventive screenings and examinations such as physical examinations [Early and Periodic Screening, Diagnostic and Treatment (EPSDT)], immunizations, vision and hearing screenings, as well as Developmental, Behavioral and Social-Emotional Screenings.

The program's health emphasis comprises of early detection, screening and preventive health education and assists children and families with obtaining a primary medical and dental home.

Of the 7,386 Head Start and 662 Early Head Start children who were enrolled, the following preventative Health Care Services were provided. Head Start's requirement that all children have an ongoing source of continuous medical and dental care helps prepare parents to be active partners in their child's ongoing health care needs. Our commitment to their wellness helps to ensure school readiness and success for families and children well beyond the preschool years.

| Preventative Health Care Services  | Number at end of enrollment | Percentage at end of enrollment |
|--|-----------------------------|---------------------------------|
| <b>Head Start</b>  |                             |                                 |
| Children with health insurance   | 7258                        | 98.3%                           |
| Children with up-to-date immunization, all possible to date or medical/religious exemption | 7324                        | 99.2%                           |
| Children up-to-date on a schedule of preventive and primary health care per EPSDT schedule | 6345                        | 85.9%                           |
| <b>Cumulative Enrolled Head Start Children - 7386</b>                                      |                             |                                 |
| <b>Early Head Start</b>  |                             |                                 |
| Children with health insurance   | 640                         | 96.7%                           |
| Children with up-to-date immunization, all possible to date or medical/religious exemption | 637                         | 96.2%                           |
| Children up-to-date on a schedule of preventive and primary health care per EPSDT schedule | 505                         | 76.3%                           |
| <b>Cumulative Enrolled Early Head Start Children - 662</b>                                 |                             |                                 |

| Children who receive medical treatment for a chronic condition | Number of Children |
|--|--------------------|
| Anemia   | 148                |
| Asthma   | 388                |
| Hearing Difficulties   | 11                 |
| Vision Problems  | 53                 |
| High Lead Levels   | 3                  |
| Diabetes   | 1                  |

### Oral Health and Dental Services

Head Start/Early Head Start dental care continues to be another vital element of wellness.

Preventive dental services and treatment are designed to ensure that a child’s teeth and gums are healthy, and that dental problems do not affect a child’s overall health. We continued our oral hygiene practice that consists of tooth brushing daily after either breakfast or lunch. We have an on-going collaboration with our community partners throughout Miami-Dade County. The Head Start children receive a yearly comprehensive dental examination, including fluoride application. Our children and their parents are educated on effective dental hygiene, to include age appropriate cleaning practices and the ability of children to clean their teeth properly. Oral health education is completed by staff, and community partners through workshops and/or training throughout the year.

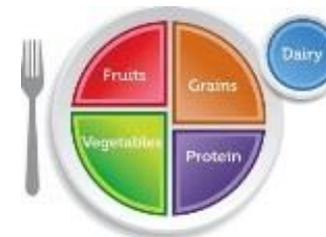
| DENTAL SERVICES<br>Head Start Children   | Number<br>at end of<br>enrollment | Percentage<br>at end of<br>enrollment |
|--|-----------------------------------|---------------------------------------|
| <b>Cumulative Enrolled Head Start Children - 7386</b>                              |                                   |                                       |
| Children completing a professional dental examination                              | 6144                              | 83.2%                                 |
| • Of this number, the percentage of children needing professional dental treatment | 506                               | 8.2%                                  |
| ➤ Of this number, the percentage of children who received dental treatment         | 229                               | 45.3%                                 |

## Nutrition

Nutrition Services addressed the School Readiness Goal “Physical Development and Well-Being” through:

- Planned Head Start and Early Head Start four weeks cycle menus;
- Completion of nutrition analysis for the Head Start and Early Head Start four weeks cycle menus to ensure 2/3 of participants dietary needs;
- Provision of therapeutic and special menus to include: no milk, no peanuts or any nuts, vegetarian, no pork, no corn, no eggs, no citrus, bland, no wheat, mechanical soft, specialized

- diet for autistic children(based on the child’s condition), no seafood;
- Completion of 7,089 nutrition assessments of Head Start and Early Head Start children;
- Provision of follow up services to children identified with nutrition related health problems:
  - 595 anemia/low hemoglobin or hematocrit
  - 1,896 overweight/obese
  - 394 underweight
  - 426 food allergies
  - 15 metabolic disorders
- Development of the 2014 Nutrition Education Calendar;
- Provision of coaching/mentoring and technical assistance to 17 delegate nutrition coordinators/managers and four nutrition consultants;
- Provision of food services to 9,298 Head Start and Early Head Start children:
  - 1,060,313 breakfasts
  - 1,098,280 lunches
  - 1,080,557 snacks



## Mental Health

### DECA DATA SYNTHESIS AND ANALYSIS

The Devereaux Early Childhood Assessment (DECA) data is as follows for children who were screened during the first 45 days and identified with an area of need in initiative, self-control, attachment-relationships or behavioral concerns. A pre post comparison denoting improved social, emotional and behavioral functioning is also provided.

| DECA Total Number Screenings Completed by Teachers | Number of Children w/Pre Areas of Need | Number of Children w/Mid Areas of Need | Number of Children w/Post Areas of Need | Pre Data for Children w/Improved Functioning | Post for |
|--|--|--|---|--|----------|
| Head Start-8577                                    | 765                                    | 252                                    | 130                                     | 83%  |          |
| Early Head Start-659                               | 19                                     | 8                                      | 3                                       | 84%  |          |

The DECA Pre, Mid and Post results data were utilized in conjunction with the Galileo data to plan individually for children with continued areas of need in attachment/relationships, self-regulation, initiative and behavioral concerns

### DELEGATE AGENCIES MENTAL SERVICES PROVIDED

Of the 6738 Head Start and 496 Early Head Start children enrolled, direct services were provided by the delegate agencies licensed mental health professionals for 964 Head Start and 89 Early Head Start enrolled children who were identified on the DECA and/or by parents or teachers with social, emotional or behavioral concerns as follows:

#### Children with Staff Consultations

| Program          | Number of Children |
|------------------|--------------------|
| Head Start       | 964                |
| Early Head Start | 89                 |

#### Children with Three or More Staff Consultations

| Program          | Number of Children | Percentage |
|------------------|--------------------|------------|
| Head Start       | 405                | 42%        |
| Early Head Start | 30                 | 34%        |

#### Children with Staff-Parent Consultations

| Program          | Number of Children | Percentage |
|------------------|--------------------|------------|
| Head Start       | 353                | 37%        |
| Early Head Start | 31                 | 35%        |

#### Children with Follow-Up Intervention Plans

| Program          | Number of Children | Percentage |
|------------------|--------------------|------------|
| Head Start       | 488                | 50%        |
| Early Head Start | 29                 | 33%        |

#### Children with Individual Mental Health Assessments

| Program          | Number of Children | Percentage |
|------------------|--------------------|------------|
| Head Start       | 70                 | 7%         |
| Early Head Start | 2                  | 2%         |

#### Children with Referrals Facilitated for Mental Health outside Head Start

| Program          | Number of Children | Percentage |
|------------------|--------------------|------------|
| Head Start       | 149                | 15%        |
| Early Head Start | 7                  | 8%         |

## Family Engagement

During 2013-2014, Parent Satisfaction Survey forms in English, Spanish and Creole were distributed to 7,330 families enrolled in the Head Start/Head Start program. We received 47% (3,473) responses. Key findings were:

### Education/Child Outcomes

- 99% of respondents agreed their child's development advanced while in the program.
- 99% of respondents agreed meeting with teachers provided opportunities to share information about their child's strengths, abilities and progress.
- 96% of respondents were familiar with School Readiness Goals.

### Relationship with Staff

- 98% of respondents agreed their questions and concerns were handled appropriately.
- 99% of respondents agreed materials and information was sent home in their language.

### Reputation of Program

- 97% (3366) of respondents would recommend Head Start and Early Head Start services to family and friends.

- One thousand four hundred fifty (1450) or 19% of families served were enrolled in school
- Four thousand nine hundred ninety-four (4994) or 66% of families served were employed.
- Five hundred forty-nine (549) parents became employed during the program year.

Our Head Start program is committed to helping each child and family achieve success through a comprehensive partnership. Parent engagement begins at enrollment. Parents are welcomed in the classroom and encouraged to assist with daily activities and participate in events such as Read to Learn Book Club, Daddy Come Read to Me, Reading Under the Stars Night, Fitness with Dad, Superman of my Life Day, Father Involvement Field Day, Father/Daughter Dance, Cultural: Hispanic Heritage & Black History Celebrations, Polar Bear Pajama Day & Story time with Dad, and Health Fairs.

During 2013-2014, a total of five thousand five hundred twenty-seven (5527) or 73% of families served attended workshops or trainings. Training topics included: Domestic Violence, Child Abuse Awareness, Mental Health Education, Family Literacy, Transition, Income Tax Assistance-VITA, Parenting Classes, University of Florida Family Nutrition Program, Family Network Education Festival, Christmas Around the World and Building Literacy Every Day.

## *HIGHLIGHT*

The Miami Dade County Community Action and Human Services Department Head Start and Early Head Start program joined more than 1,100 communities across the country in celebrating the Substance Abuse and Mental Health Services Administration's (SAMHSA) National Children's Mental Health Awareness Day: Inspiring Resilience, Creating Hope, to raise awareness about the importance of positive mental health from birth. This year, the Awareness Day local event focused on the important role that parents, teachers and other significant adults play in helping preschool age children birth to five develop secure attachments which promote resilience. Events were held at Easter Seals Jackson Dade, FCAA DD Simpson, LeJardin Center II, O'Farrill Learning Center, St. Albans Coconut Grove, YWCA Colonel Zubkoff to highlight the Head Pyramid model.





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