



Miami-Dade County
Community Action and Human
Services Department

Head Start/Early Head Start Program



Annual Report 2011-2012

“Changing Lives one Family at a Time.”





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Message from the Community Action and Human Services Department Director



On behalf of the Miami-Dade County Community Action and Human Services Head Start/Early Head Start Program, I am pleased to share the Annual Report to the Public for Program Year 2011-2012. It has been a very exciting year for the Head Start/Early Head Start program; we are fully committed to providing the highest quality service. We embrace the future challenges of the Program with the support of our staff, delegate agencies and partners; we will continue to provide exceptional services for the most vulnerable families and their children in Miami-Dade County.

Lucia Davis-Raiford

Message from the Community Action and Human Services Department Board Chair



It is with much pride and gratitude that I have the honor of extending greetings and warm welcome from the CAHSD Board of Directors. For over 45 years we have had the privilege of serving our community and its young ones in a manner of excellence and care. That is why Miami-Dade County's Head Start/Early Head Start Program is one of the most respected and revered in the Southeast region. Rising above every obstacle, every challenge, and every change; we continue to strive to not only do our best, but to be the best.

Dr. William Zubkoff

**Message from the Community Action and Human Services Department
(Former) Head Start/Early Head Start Director**



The 2011-12 school year presented both challenges and opportunities. The Head Start Program continues to shine as the leaders in Early Childhood Development. We are most proud of the accomplishments earned, including NAEYC Accreditation Quality Star Rating and our community wide training events. This would not be possible without the children and families' dedication and committed staff and community partners. Together, we made Miami-Dade Head Start/Early Head Start the nation's pride.

Jane W. McQueen

**Message from the Community Action and Human Services Department
Head Start/Early Head Start Policy Council Chair**



Greetings!

It has indeed been my privilege and honor to serve as the 2011-2012 Policy Council Chairperson for the Miami-Dade CAHSD Head Start/Early Head Start Program. I have learned so much, but the most important lesson I have learned is to speak for those whose voices cannot be heard: Our children! Taking stock in their futures and advocating for their rights is what is most important to me. Head Start is that program and our avenue to learning how to do for our own children and families and for our community at large.

Tonya M. Ferguson

“Embracing Our Future by Preserving the Past”

Our Past



Our Present



Our Future



Vision

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

Mission

Head Start’s vision is to become the leader in early childhood programs. We will earn the Public’s trust through continuous improvements, team work, and the delivery of excellent services.

Management Philosophy

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

HEAD START/EARLY HEAD START

The Miami-Dade County Community Action and Human Services Department Head Start Program of Miami-Dade County is a comprehensive early childhood development program, aimed at serving children ages 3-5 and their families. Our Early Head Start provides comprehensive services to children ages 0-3 and their families. Comprehensive services include health, nutrition, mental health and family involvement. Additionally, parents are engaged in various activities where leadership and advocacy are highlighted. The Program is offered at 80 sites. Head Start services are provided for a total of 175 days, while Early Head Start operates for a total of 226 days. The Program is funded to serve a total of 6,310 Head Start and 446 Early Head Start children and families annually.



BUDGET AND EXPENDITURES

Head Start and Early Head Start Program Year 2011-2012

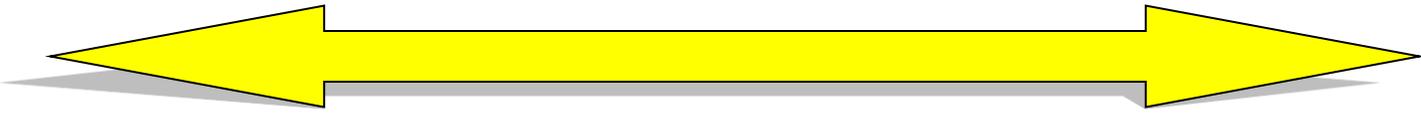
Budget and Expenditures (August 1, 2011 to July 31st, 2012)

Budget Revenues	
Health and Human Services	\$ 55,299,602
USDA	\$ 1,747,409
General Fund	\$ 624,624
In-Kind	\$ 13,244,048
Total	\$ 70,915,683

Expenditures (Preliminary Results as of 10/15/2012)	
Personnel	\$ 23,880,179
Facilities	\$ 1,550,273
Supplies	\$ 1,803,291
Maintenance	\$ 84,818
Insurance	\$ 267,917
Delegate's Contracts	\$ 28,807,578
Other Contracts	\$ 533,605
Training	\$ 457,528
License and Permits	\$ 97,731
Equipment	\$ 43,821
Travel	\$ 144,894
In-Kind	\$ 13,244,048
Total	\$ 70,915,683

Source: FAMIS





FINANCIAL AUDIT

An independent Single Audit Report of the Miami-Dade County Community Action and Human Services Department Head Start/Early Head Start fiscal year ending on September 30, 2011 is available for review at the following link.

<http://www.miamidade.gov/finance/library/single-audit-2011.pdf>

TRIENNIAL MONITORING REVIEW

In May of 2011, Health and Human Services Department conducted the Head Start (HS)/Early Head Start (EHS) program's three year federal review, which involved 30 reviewers working with staff and delegates over a two week period. A Quality Improvement Plan to correct the non-compliances was developed and accepted by the Office of Head Start. Overall, the review was highly successful out of more than 1700 Head Start Rules and regulations, only 17 non-significant non-compliances were identified in one of the following areas:

Performance Standards	Non-Compliance Area
45 CFR 92.24	Matching or cost sharing
45 CFR 92.32	Equipment
45 CFR 1304.21	Education and Early Childhood Development
45 CFR 1304.22	Child Health and Safety
45 CFR 1304.51	Management Systems and Procedures
45 CFR 1304.52	Human Resource Management
45 CFR 1304.53	Facilities, Materials, and Equipment
45 CFR 1306.20	Program Staffing Patterns
Head Start Act Sec. 642. Powers and Functions of Head Start Agencies.	

ENROLLMENT

Miami-Dade County Head Start/Early Head Start is funded to provide services for 446 infants and toddlers (to include pregnant moms and home-based), and 6310 preschoolers. Our Head Start/Early Head Start program is center-based and operates Monday through Friday. Preschool follows the school calendar and Early Head Start is considered a year-round program.

Children and Families Served by our Head Start/Early Head Start

Program	Funded Enrollment	Average monthly enrollment percentage	Number of eligible children served
Early Head Start	431	100 %	748
Pregnant Moms	15		16
Head Start	6310	100 %	6794

Children by age:	Number of Children Enrolled
a. Under 1 year	121
b. 1 year old	230
c. 2 years old	397
d. 3 years old	3,304
e. 4 years old	3,490
f. Pregnant Moms	16

Type of Eligibility:	Number of Families
a. Income below 100%	6,551
b. Receipt of public	582
c. Status as a foster	5
d. Status as homeless	195
e. Over income	225

Children by Race:	Number of Children Enrolled
a. American Indian or Alaska Native	2
b. Asian	20
c. Black or African American	4,046
d. Native Hawaiian or other Pacific Islander	3
e. White	3,409
f. Biracial/Multi-racial	78

Children by Ethnicity:	Number of Children Enrolled
a. Hispanic or Latino origin	3,453
b. Non-Hispanic or Non-Latino origin	4,105

FAMILY ENGAGEMENT

Family Engagement in our Head Start Program in Miami-Dade County

Families in Head Start/Early Head Start are engaged in all aspects of the program. From the very first meeting with the family, parents are offered the opportunity to participate with the program. Parents are involved with parent meetings, trainings, Policy Committee and Policy Council. Parents are encouraged to assist in the classroom by helping with activities or projects, attending field trips, planning classroom activities with the teaching staff, and introducing or sharing their culture with the class.

Parent Survey Results

The year-end Parent Satisfaction Survey forms in English, Spanish and Creole were distributed to 6,756 families enrolled in the Head Start/Early Head Start program. Of this number 4,648 families responded. Below are the key findings and summary of comments, suggestions, and recommendations.

Family Partnerships/Services

- 99% (4,598) of respondents were satisfied or very satisfied with how the program benefited and met their child care and family needs.
- 91% (4,227) of respondents were satisfied or very satisfied with the referral, services and resources follow-up for additional services for families.

Education/Child Outcomes

- 98% (4,564) of respondents were satisfied or very satisfied with their children's educational experience.
- 94% (4,379) of respondents were satisfied or very satisfied with their child's preparation and readiness for kindergarten.

Relationship with Staff

- 98% (4,566) of respondents were satisfied or very satisfied with communication and relationship.

Parent Meeting/Involvement

- 97% (n=4494) of respondents were satisfied or very satisfied with the outcome of attending meetings to meet their interests and needs.

Reputation of Program

- 94% (4,367) of respondents were satisfied or very satisfied with the program's level of community respect.

Level of Satisfaction

- 96% (4,489) of respondents were satisfied or very satisfied with their overall experience in the program.
- 99% (4,597) of respondents would recommend the HS/EHS Program to other families.

FAMILY OUTCOMES

Miami-Dade County Community Action and Human Services Department CAHDS Head Start/Early Head Start provides families with a number of services throughout the program year. Services include Adult Education, Emergency Crisis, Housing Assistance, Parenting and Health Education. One of our goals for Family and Community Partnerships is to build collaborative partnerships with families and establish meaningful relationships by assisting in identifying goals, strengths and supportive services that will help families in achieving self-sufficiency.

The table below reflects the number of services that were provided to families for Grantee and Delegate Agencies during the program year 2011-12. The following data reflects service referrals.

Head Start Service Delivery	Head Start/Early Head Start
Emergency/crisis intervention	1,273
Housing Assistance (subsidies, utilities, repairs)	1,229
English as Second Language (ESL) training	1,056
Adult Education (GED programs, college selection)	2,417
Health education (including prenatal education)	2,988
Parenting education	3,723



SCHOOL READINESS

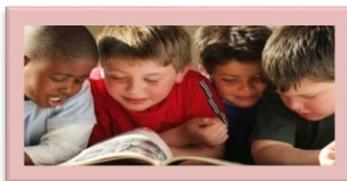
Our Head Start Approach to School Readiness follows guidelines implemented by the Health and Human Services Department means that children are ready for school, families are ready to support their children's learning, and schools are ready for children. In order to help prepare children to be successful when they enter school, we implemented core strategies:

- An integrated curriculum that addresses the essential domains of school readiness in *The Head Start Child Development and Early Learning Framework*.
- A parent partnership process that promotes an understanding of their child's progress, provides support, and encourages learning and leadership.
- Ongoing communication with local schools to exchange information about children and programs and to align services for early learning, health, and family engagement.
- A learning community among staff to promote innovation, continuous improvement, and integrated services across education, family services, and health.

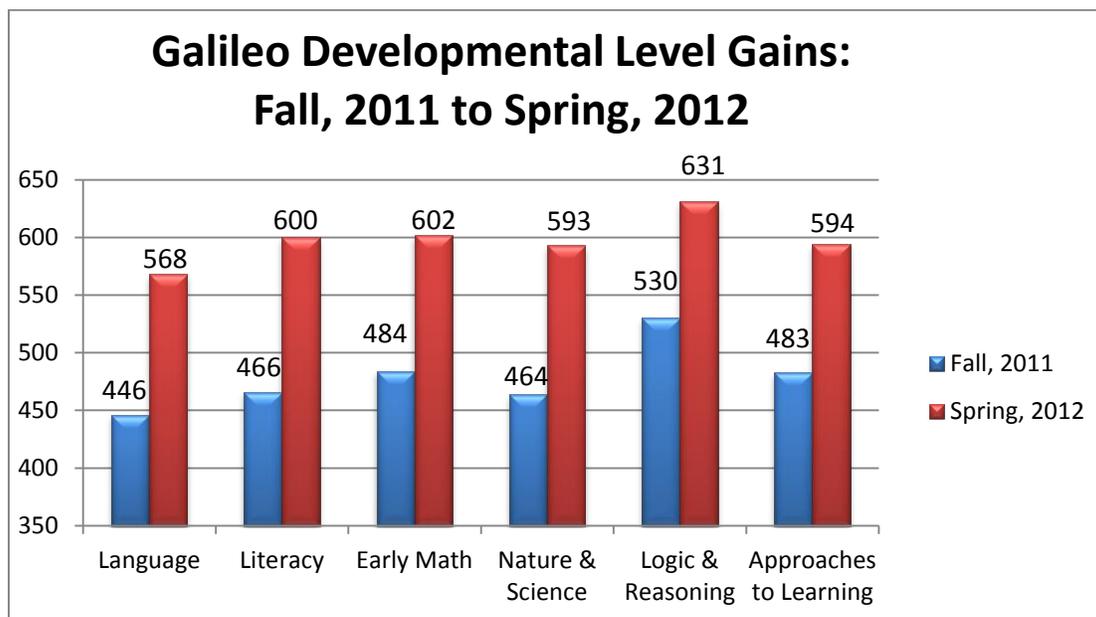
Our Head Start staff has implemented a variety of kindergarten transition activities both within the Head Start program and in conjunction with local schools. These activities were created to prepare children and their families for the children's transition to kindergarten.

Transition Services to Kindergarten from the Head Start Program/Other Preschool Programs

- Teachers start the transition process in the classroom by implementing age appropriate activities based on each child's level of development.
- Center Directors/Mangers plan parent meetings "Preparing your Child for Kindergarten".
- Letters to parent's from kindergarten teachers sharing what children need to know prior to starting kindergarten.
- Flyers are given to parents on dates of kindergarten registration to include items needed to register their child/children.
- Pre-scheduled on-site visits to the Public Schools for children transitioning to Kindergarten.
- Kindergarten readiness resources to include Voluntary Pre-Kindergarten Standards.



CHILD OUTCOMES



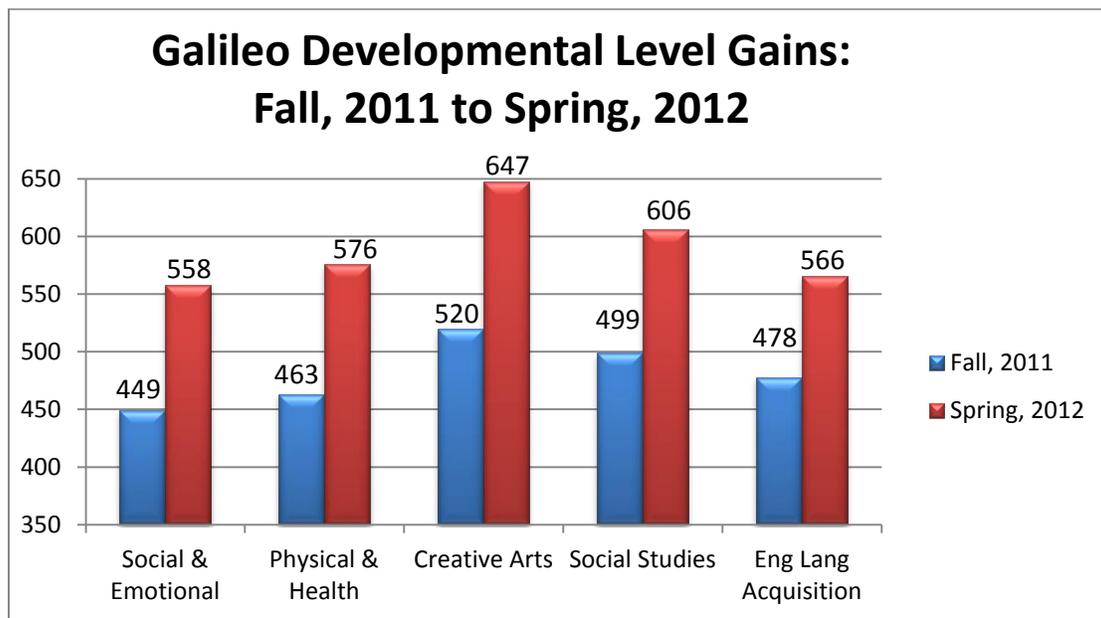
The Miami-Dade County CAHSD Head Start Program uses the Galileo Assessment System to track our Head Start children’s growth in eleven school readiness domains listed below. These correspond to the domains established in the Florida School Readiness Performance Standards for three- through five -year-old children. Galileo scales are highly reliable. Measures of internal scale consistency range from 0.92 to 0.97.

School Readiness Domains:

- | | |
|--------------------------|----------------------------------|
| • Language | • Social & Emotional Development |
| • Literacy | • Creative Arts |
| • Early Math | • Physical Development & Health |
| • Science | • Social Studies |
| • Logic & Reasoning | • English Language Acquisition |
| • Approaches to Learning | |

An important feature of Galileo is that it provides a measure of a child’s growth called the developmental level score. Galileo developmental level scores work in the same way as measuring growth in children’s height and weight. Any child who grows five inches has gained the same amount of height, whether the child is three feet tall or four feet tall. Similarly, children who gain twenty points in developmental level are showing the identical amount of growth whether they begin the year with only a few skills or many skills in a domain. Developmental level scores are also identical across the eleven readiness domains measured, so that a twenty-point gain on the Early Math scale means the same as a twenty-point gain on the Nature and Science scale. Thus, *each developmental gain has a precise meaning.*

CHILD OUTCOMES



PREPARING CHILDREN FOR KINDERGARTEN

Developmental level scores appear in the two graphs and show children's readiness in the fall when they enter the program and again in the spring prior to leaving Head Start for Kindergarten.

In the fall of the year, a four year old can be expected to score about 500 on each Galileo scale. In most readiness areas, Head Start children start below this level but make tremendous strides throughout the year. The benchmark of a 50 point expected gain in developmental level was set by the Florida Head Start Association Research Committee in consultation with the developers of Galileo, since gains of this magnitude indicate a substantial level of growth – the amount of growth expected after one year of program participation.

Miami-Dade County Head Start children gain considerably more than 50 points in all areas. In fact, the gain in English Language Acquisition is 88 points; the gains in the other ten readiness domains are all over 100 points, more than double the expected increase. The evidence presented in the following graphs is clear:

Head Start in Miami-Dade County Works!

CHILD MENTAL HEALTH

The focus of child mental health services in the Miami-Dade County Community Action and Human Services Department Head Start and Early Head Program is to promote healthy social and emotional development of children. Through a variety of services we focus on consultations, training, effective classroom practices for all children, and follow-up classroom intervention plans to include strategies for children who required more individualized support in collaboration with parents and staff. Additionally, we provide coaching and modeling of appropriate classroom interventions, staff and parent workshops/trainings, and referrals to community resources as needed.

A total of 699 children were identified at the beginning of the program year as having at least one area of need on the Devereux Early Childhood Assessment (DECA) instrument utilized by the program. The DECA is supported by resilience research and is a standardized norm referenced strength based assessment that assesses protective factors and screens for social and emotional risks in very young children. At the end of the program year, a post test was administered and the results indicated that of the 699 children identified, 620 children (88%) areas of concern were addressed.

The following charts below represent children who were identified with a social, emotional or behavioral concern and received services from a Licensed Mental Health Professional.

Children with Staff and Parent Consultations

Program	Number of Children	Percentage
Head Start	1,036	14.99%
Early Head Start	121	19.24%

Children with Three or More (Follow-Up) Consultations

Program	Number of Children	Percentage
Head Start	399	38.51%
Early Head Start	30	24.79%

Children Referrals initiated by a Licensed Mental Health Professional

Program	Number of Children	Percentage
Head Start	173	2.50%
Early Head Start	10	1.59%

Actual number of referrals for Mental Health Services outside Head Start

Program	Number of Children	Percentage
Head Start	164	2.37%
Early Head Start	9	1.43%

DISABILITIES

Miami-Dade County Head Start/Early Head Start ensures that every child suspected or diagnosed with special needs is valued, supported and fully included in all aspects of our program. Our observations and assessments indicate that every child with an Individual Education Plan (IEP) or an Individual Family Service Plan (IFSP) demonstrated growth in achieving their goals. We met the mandate for Early Head Start, however, one of our greatest challenges this year was getting 10% enrollment of pre-school children with disabilities in Head Start.

Program	Funded enrolled children with IEPs/IFSPs	Pending Miami-Dade County Public Schools Eligibility for Services	Further Evaluations Needed
Early Head Start	80 of 446 (17.9%)	N/A	N/A
Head Start	510 of 6310 (8.1%)	54	157

All children diagnosed with a disability, receives specific services as required by their Individualized Education Program (IEP) or Individual Family Service Plan (IFSP).

Categories	HS/EHS Children Enrolled
Autism	16
Developmentally Delayed	409
Health Impairment	1
Hearing Impairment, including deafness	2
Orthopedic Impairment	2
Speech/Language Impairments	160

HEALTH AND NUTRITION SERVICES

Good physical health is important for optimal performance of each child participating in the Miami-Dade County (CAHSD) Head Start and Early Head Start programs. The health and nutrition teams worked collaboratively to ensure that each child has a medical and dental home, up-to-date physical and dental examinations, sensory, behavior, and developmental screenings, and nutrition that is developmentally and age appropriate. Follow-up services were provided as needed to meet each child's individual needs.

Health services received include:

Services	Number of Children
Continuous Accessible Health Care	7,469
Continuous Accessible Dental Care	7,216

Nutrition services provided by Head Start:

Services	Number of Children
Anemia	426
Diabetes	6
Special Diets	159
Underweight	367
Overweight/Obesity	2,338



ENGAGING IN EXCITING INITIATIVES

The CSEFEL Teaching Pyramid

The Center on the Social and Emotional Foundations for Early Learning (CSEFEL) is focused on promoting the social emotional development and school readiness of young children birth to age 5. Working in collaboration with teachers, parents and other significant caregivers, this program, embedded into the curriculum and daily routine improves program and classroom practices and positively supports the positive social, emotional and behavioral needs of all enrolled children. The Miami Dade County CAHSD Head Start Early Head Start Program had the opportunity to participate in this national initiative.

Educare

The United Way Center for Excellence in Early Education (UWCEEE) is a member of the National Educare Learning Network, the only Educare Network site in the state of Florida. In partnership with the Miami Dade County Community Action and Human Services Department Head Start and Early Head Start program and the University of Miami Department of Psychology, the UWCEEE participates in a National Educare Implementation Study that provides critical evidence for the importance of high quality, comprehensive birth to age five early childhood programs. Drawing upon a unique blend of private, and public dollars, Educare of Miami serves as a platform for broader change, inspiring high-quality programs throughout the community, more effective public policies within each state, and family involvement that strengthens parents' abilities to serve as champions for their child's learning from infancy and beyond.

Early Childhood Hands on Science (ECHOS)

In partnership with the Miami Museum of Science and the University of Miami Department of Psychology, the Miami Dade County CAHSD Head Start and Early Head Start Program is evaluating the role of early science in improving Head Start children's school readiness. Ninety-one (91) Head Start classrooms participated in this study funded by the Institute of Education Sciences (IES), the research arm of the U.S. Department of Education.



ENGAGING IN EXCITING INITIATIVES Cont'd

Lens on Science

In partnership with the University of Miami Department of Psychology, the Miami Dade County CAHSD Head Start and Early Head Start Program is helping to develop interactive touch screen computer technology to evaluate Head Start children science readiness. Over 800 Head Start children participated in this Institute of Education Sciences funded project.

Peer Play as a Context for Identifying Profiles of Children for Improving Academic Readiness in Head Start

In partnership with the University of Miami Department of Psychology, the Miami Dade County CAHSD Head Start and Early Head Start Program is helping Head Start teachers use play, a context that is very familiar to teaching teams, to identify groups of children who share patterns of play interactions. This information will in turn help the teaching teams individualize and tailor instruction to maximize the development of each group's school readiness skills. This project is funded by the U.S. Administration for Children and Families.

Extending the Cultural and Linguistic Validity of the Adjustment Scales for Preschool Intervention for Low-Income Latino Children

In partnership with the University of Miami Department of Psychology, the Miami Dade County CAHSD Head Start and Early Head Start Program are expanding the availability of assessment tools to identify mental health needs of culturally and linguistically diverse children. The goal of this Institute of Education Sciences funded project is to create a reliable and valid measurement tool (in English and Spanish) accessible to teaching teams of diverse cultural and linguistic backgrounds, to support early identification and intervention and improve Head Start children's school readiness. Ninety-nine (99) Head Start classrooms participated in this initiative.



TELLING OUR SUCCESS STORIES

(MIAMI, April 19, 2012) – Luis Espinosa-Leyva is a precocious five year old Head Start student at Miami-Dade County CAHSD’s South Hialeah Head Start Center. According to Luis’ teacher Mrs. Maria Aguiar, when he was tested by the Miami-Dade Public School System at the age of four he scored within the educational range of a seven year old. “Luis is very special to me. Every morning he would give me a hug and I would often rub his arm and tell him he is a special boy. What drew me to him was his spirit, although he is missing the lower portion of his left arm he acts like a normal child. He is very independent, if I see that a task is challenging I will ask if he needs help and most times he refuses,” stated Mrs. Aguiar.

Luis’ parents wanted to improve the quality of his life so they contacted the Shriners Hospital in Tampa, Florida to have him evaluated for the prosthetics. Because of her bond with Luis, Mrs. Aguiar accompanied the family to Tampa for the two evaluations and the fitting of the prosthetics. “The Head Start atmosphere is very professional and for us it was the greatest satisfactions to have Mrs. Aguiar accompany us for Luis’ evaluations and fitting, it personalized the experience,” stated Mr. Espinosa-Levy.



SHARING OUR ACCOMPLISHMENTS

This year we cultivated vegetable gardens at our Centro Mater Walker Park and Centro Mater West Head Start locations. The children worked to plan, care for and harvest the vegetables and herbs in their own classroom garden. In addition, this project culminated with our first annual Harvest Festival, where children and families were invited to sample various fruits and vegetables at the center and take home samples from the garden. The mission of this project is to give children and families a gardening experience that promotes awareness of how food is grown, and to encourage healthful eating and active living. Overall the Children's Garden has been a huge success.



OUR GRANTEE AND DELEGATE SITES*

NORTH REGION **Grantee Sites**

Bethune Elementary
Bunche Park Elementary

Carol City Elementary
Colonel Zubkoff

DuPuis Elementary
John F. Kennedy Middle School
Miami Gardens
Nathan B. Young Elementary
North County
Oak Grove Elementary
Ophelia E. Brown-Lawson

Delegate Sites

CC Holy Redeemer
Centro Mater Walker Park
Centro Mater West 1
FCAA-Bunche Park
FCAA-A Children's Place
FCAA-Opa-Locka ECC
Landow Yeshiva
Paradise Christian Academy-Doral
Paradise Christian Academy-Hialeah
Centro Mater West 2
Centro Mater Home Based

NORTH CENTRAL REGION **Delegate Sites**

Allapattah
CC/Centro Hispano
CC/Notre Dame
CC/Sagrada Familia
Centro Mater East 1
Centro Mater East II
FCAA Dr. Dazelle Simpson
FCAA New Mt. Zion
Haitian Youth & Family Community Center
KIDCO I
KIDCO II
KIDCO III
KIDCO IV

NORTH CENTRAL REGION **Grantee Sites**

Biscayne Elementary
Caleb Center

Carrie P. Meek Enrichment Center
Charles R. Drew Elementary

Culmer Neighborhood Center
CPHI (North)
Martin Luther King
Douglass Elementary
Feinberg/Fisher Elementary
Jackson Dade
Liberty Square
Miami Park Elementary

Olinda Elementary
Orchard Villa Elementary
Phyllis Miller Elementary
Poinciana Park Elementary
South Hialeah Elementary
South Pointe Elementary
Treasure Island Elementary
Arcola Lakes
Miami-Dade EHS Home Based

SOUTH REGION **Delegate Sites**

CC/Good Shepherd
CC/South Dade
LeJardin I
LeJardin II
LeJardin III
LeJardin IV
O'Farrill Learning Center
St. Alban's Coconut Grove
St. Alban's South Miami
Sunflowers Academy, Inc.
The United Way of Miami Dade, Inc.
United Way Home Based

SOUTH REGION **Grantee Sites**

Tropical
Arthur Mays Villas Housing Development
Colonial Drive Elementary
Community Partnership for Homeless (South)
Isaac A. Withers Enrichment Center
Leisure City Mobiles
Chapman
Perrine
South Miami
Sweetwater Elementary
Whigham Elementary



**Some of the Head Start/Early Head Start sites are no longer in operation for the 2012- 2013 Head Start Early Head Start school year.*

