



# MIAMI-DADE COUNTY HEAD START PROGRAM

2023-2024  
ANNUAL REPORT



This report is made available to the public at  
[miamidade.gov/headstart](https://miamidade.gov/headstart)

# INTRODUCTION

- This annual publication provides the community and other interested communities information about Miami-Dade County Head Start program's yearly activities and financial performance for the 2023-2024 program year.
- This report is published according to 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.

A map of Miami-Dade County, Florida, with the land area shaded in a gradient of blue and purple. The county's irregular coastline is clearly visible, including the large area of the bay and the surrounding islands.

Miami-Dade County

# SERVICE AREA

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Miami-Dade County Community Action and Human Services Head Start is a comprehensive child and family development program for families with children between the ages of birth to five years old. Head Start offers education, health services, nutrition, parent involvement activities, mental health services, and services to families with disabilities. Parent engagement is the filament that links all program components together. Head Start philosophy believes “parents are the child’s first educators.” Parents have a tremendous opportunity to develop leadership skills, positively impact their child’s overall progress, and be involved in the operations, personnel, and fiscal decisions that affect the program.

# Mission

## 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 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 Philosophy:

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

# Dr. Maria Riestra-Quintero

## Head Start Director

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In Head Start, we understand that parents are essential partners in educating young children. As part of the Policy Council, parents have a voice in decisions about how the program spends money, what children do in their classrooms, and how the program works with community partners to leverage services for our children and families. As members of the Policy Council, parents learn the leadership skills to advocate for their children and families. As the Head Start Director, I can see how a parent who becomes part of the Policy Council is empowered to advocate and lead. These skills are important when they are part of the Head Start program but indispensable once they leave. In Head Start, we take pride in helping families succeed in life.

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# CAA BOARD CHAIRPERSON'S MESSAGE

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Greetings!

As the Community Action Agency Board Chairperson, I am delighted to present the 2023-2024 Head Start Annual Report. The 2023-2024 program year has had its challenges, but overall, it was rewarding. As demonstrated in this annual report, you will see many examples of how the Head Start program worked to improve the lives of children and families in Miami-Dade County.

Over **850** children with a disability were served; over **3.2 million** meals and snacks were distributed to children; parents received adult education and employment support; and children continued to meet and exceed school readiness expectations.

The Program's success this year is entirely due to the hard work, motivation, and passion of the Head Start staff. The Head Start team has gone above and beyond to ensure that the children and families receive quality services. We look forward to the future of this program with inspiration and passion for continuing the necessary work to uplift those in need.

Dr. Joyce Price







## Policy Council Chairperson's Message



As the Chairperson of the Policy Council, it is my great honor to reflect on a year of impactful growth, collaboration, and service within our Head Start community. This year, we have witnessed firsthand how our collective efforts have empowered families and set the foundation for lifelong success for our children.

Head Start is more than a program—it's a partnership. It's the connection between families, staff, and community members who work tirelessly to ensure every child has the opportunity to thrive. Our educators, advocates, and service providers bring expertise and compassion, ensuring that no barrier is too great for the families we serve.

I want to express my heartfelt gratitude to the parents and caregivers who contribute their voices and perspectives to the Policy Council. Your dedication inspires us all and ensures that this program remains grounded in the needs and hopes of the families we serve. To our community partners, your support extends our reach and deepens our impact. And to our program staff, thank you for your unwavering commitment to excellence.

Together, we have strengthened not only our program but also the communities we serve. As we look ahead, I am confident that we will continue to build on this foundation of trust, innovation, and collaboration to make a lasting difference in the lives of our children and families. Thank you for being an integral part of the Head Start family.

## 2023-2024 Head Start Policy Council

Jasmin Womble, Chairperson, United Way

Shantay Davis, Vice-Chairperson, St. Albans

Natasha St. Cyr, Treasurer, Easterseals

Norma Ruiz, Secretary, Allapattah

Stephanie Minaya, Assistant Secretary, Catholic Charities

Cecilia Garcia, Parliamentarian, YWCA

Yury Cuero, School Readiness Chairperson, Centro Mater

Jennifer Ramos, Community Representative

Krishendaye Adderley, FCAA

Elvia Aguirre, EHS-CCP Central

Fetz Berlie Pierre, Our Little One

Ebony Godfrey, KidCo

Leodan Greenup, Sunflowers

Max F. Jean, Haitian Youth

Gladis Menendez, LeJardin

Toni-Shae Radtein, Miami-Dade County Public Schools

Maniela Senecharles, Catholic Charities

Ashaunte Smith, St. Albans

Lorena Vega, Sunflowers





# Our Program Service Providers

Miami-Dade County oversees program operations to 17 sub-recipients and 11 Child Care Partners to provide program services, ensuring the provision of high-quality services to children and families. Miami-Dade County's Head Start Program served a funded enrollment of 6,310 Head Start children and 1,238 Early Head Start children, including children in the home-based option, in over 85 centers throughout Miami-Dade County.

Sub-Recipients
Allapattah
Catholic Charities
Centro Mater
Easterseals
Family Christian Association of America
Haitian Youth
KIDCO
Landow Yeshiva
Le Jardin
Miami-Dade County Public Schools
O'Farrill Learning Center
Our Little Ones
Paradise Christian
St. Alban's Enrichment Center
Sunflower Academy
United Way Center of Excellence
YWCA

Childcare Partners
Cambridge Academy and Camp Learning Center
Community Outreach
Crystal Learning Center
Centro Mater
Decroly Learning Childcare Center
Haitian Youth
Memorial Temple Early Childhood Education Center
Rising Star Academy
Shining Light Childcare Development Center
St. Albans Allapattah
Universal Academy



# FISCAL

The Funding level for 2023-2024 Included \$66,958,425 in the Head Start/Early Head Start operating grant, \$5,723,594 in COLA and Quality Improvements, and \$797,859 in training and technical assistance funds for a total of \$73,479,878. Head Start programs are required to provide at least a 20% match of their total funding to spend federal dollars. CAHSD HS/EHS fulfilled this requirement through sources of non-federal revenue, donated services, supplies, and parents and community volunteers.

Federal Head Start	\$65,482,329	Federal Early Head Start	\$7,997,549
Personnel and Fringe Benefits	\$9,168,427	Personnel and Fringe Benefits	\$218,176
Supplies	\$103,819	Supplies	\$91,562
Contracted Services with Delegates (sub-recipients) - (payment for child care slots, mental health services, school readiness, nutrition consultant, food service, and consultants)	\$55,009,546	Contracted Services with Delegates (sub-recipients) (payment for child care slots, mental health services, nutrition consultant, food service, and consultants)	\$7,415,935
Program Expenses Other (telephone, advertising, auto expenses, registration fees, utilities, audit, medical services, disabilities services, staff travel, parent travel & activities, pupil children transportation, building leases, insurance, food, curriculum fees, licenses, and equipment maintenance)	\$556,054	Program Expenses Other (telephone, advertising, auto expenses, registration fees, utilities, audit, medical services, disabilities services, staff travel, parent travel & activities, pupil children transportation, building leases, insurance, food, curriculum fees, licenses, and equipment maintenance)	\$118,500
Training and Technical Assistance	\$644,483	Training and Technical Assistance	\$153,376

This report is prepared to comply with the Head Start Reauthorization Act of 2007, Administrative Requirements and Standards  
Sec. 644 [42 U.S.C. 9839 (a)(2)]



# FISCAL

The funding level for 2023-2024 program year included \$3,539,429 in the Early Head Start Child Care Partnership operating grant, \$299,407 in COLA and Quality improvements, and \$75,625 in training and technical assistance funds for a total of \$3,914,461. CAHSD Early Head Start Child Care Partnership fulfilled its Non-Federal Share requirement through sources of non-federal revenue, donated services, supplies, and parents and community volunteers.

The funding level for the 2023-2024 program year included \$8,456,712 in the Early Head Start Expansion Child Care Partnership operating grant, \$706,333 in COLA and Quality Improvements, and \$194,218 in training and technical assistance funds for a total of \$9,357,263. CAHSD Early Head Start Expansion Child Care Partnership fulfilled its Non-Federal Share requirement through sources of non-federal revenue, donated services, supplies, and parents and community volunteers.

Federal Early Head Start-Child Care Partners (EHS-CCP)	\$3,914,461	Federal Early Head Start-Expansion (EHS-EXP)	\$9,357,263
Personnel and Fringe Benefits	\$1,158,619	Personnel and Fringe Benefits	\$998,171
Supplies	\$46,541	Supplies	\$33,504
Contracted Services with Child Care Partners(payment for child care slots)	\$2,538,809	Contracted Services with Delegates (sub-recipients) and Child Care Partners (payment for child care slots, mental health services, school readiness, nutrition consultant, food service, and consultants)	\$8,070,834
Program Expenses Medical services, disabilities services, staff travel, parent travel & activities, pupil children transportation, building leases, insurance, food, curriculum fees, licenses, and equipment maintenance)	\$94,867	Program Expenses Medical services, disabilities services, staff travel, parent travel & activities, pupil children transportation, building leases, insurance, food, curriculum fees, licenses, and equipment maintenance)	\$60,536
Training and Technical Assistance	\$75,625	Training and Technical Assistance	\$194,218

The Independent Auditor's report for the Fiscal Year Ending September 2021 issued an unmodified opinion and is available for review at the following link: <http://www.miamidade.gov/finance/library/single-audit-2023.pdf>

## Enrollment by eligibility category:

Total number of **families** served across all HS/EHS programs: **8284**

Total number of **children** served: **8751**

- Head Start: **7,094**
- Early Head Start: **581**
- EHS Pregnant Women: **1**
- EHS-CCP: **330**
- EHS-CCP Expansion: **730**
- Pregnant Women Exp.: **15**
- Eligible- 100% of poverty guidelines: **4711**
- Eligible Foster Care: **23**
- Eligible TANF/SSI/SNAP: **3610**
- Eligible Homelessness: **297**
- Eligible Over-Income: **110**

### Average monthly enrollment:

Head Start: **5984**

Early Head Start: **445**

Early Head Start CCP: **239**

Early Head Start CCP-Expansion: **550**

### Average Daily Attendance:

Head Start: **86%**

Early Head Start: **84%**

Early Head Start CCP: **83%**

Early Head Start CCP-Expansion: **84%**





# HEALTH

## HIGHLIGHTS

Miami-Dade County Head Start program, in collaboration with Reach Out & Read Florida, successfully hosted the in-person 2024 Health Summit. The summit provided an opportunity for the community to learn the latest research that supports early relational health.

Miami-Dade County Head Start program completed 4,905 evidenced-based hearing and vision screenings for the enrolled children.

Miami-Dade County Head Start program collaborated with community partners (DOH Seals on Wheels, Jessie Trice Dental, Community Smiles, etc.) to assist with providing dental education and professional dental exams to students.

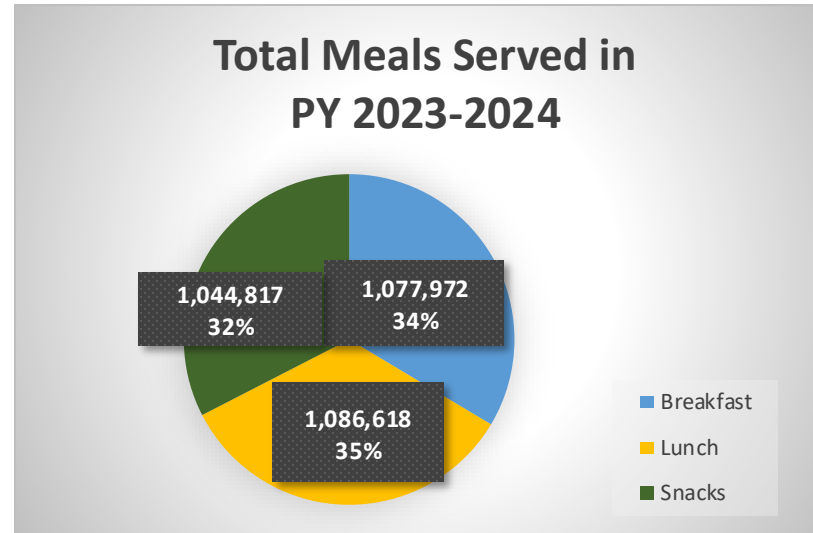
Grant	% of Children with Medical/dental homes	% of children with completed developmental screenings (including hearing & vision)	% of Children with up-to-date on a schedule of age-appropriate health care according to the state's EPSDT schedule
Head Start	100%	99%	95%
Early Head Start	100%	98%	98%
Early Head Start-CCP	100%	98%	97%
Early Head Start Expansion-CCP	100%	97%	97%



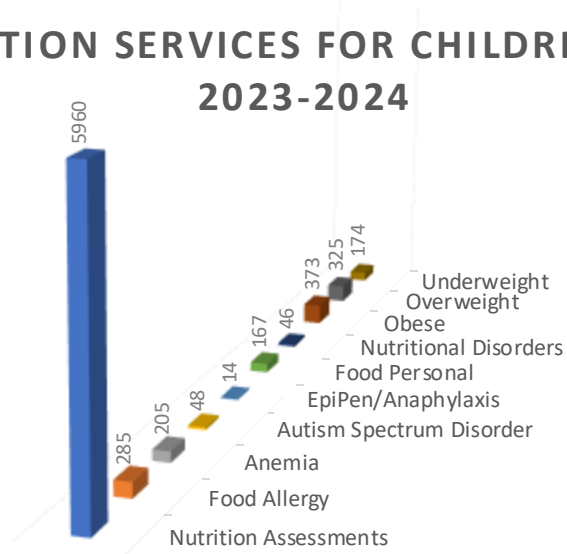


# NUTRITION

GARDEN to TABLE



## NUTRITION SERVICES FOR CHILDREN IN PY 2023-2024



## PARENT ACTIVITIES



Total Number of Meals Served 3,209,407

- Head Start
- Early Head Start
- Child Care Partnership
- Early Head Start Expansion



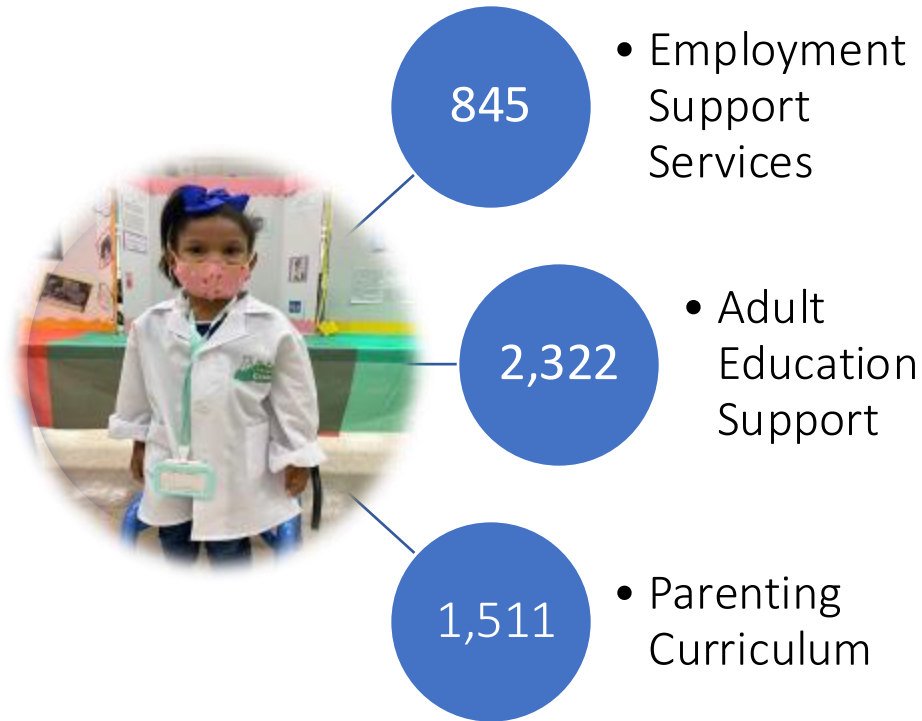
## Highlights

Parents received useful training and information from registered and licensed dietitians on the healthful and sustainable foods to make for their family among other activities in March commemorating National Nutrition Month.

Children learned to plant saplings and be able to pick produce from their edible gardens. Children enjoyed the fruits of their labor after the food service worker prepared it for them to eat.



# FAMILY ENGAGEMENT



The Waterford family academy provided family engagement sessions for families in our Head Start program. Sessions support child's learning at home and cover various topics. Topics included Responsible Decision Making, Relationship and Communication Skills, Building Vocabulary and Comprehension, and more.





# PREPARING CHILDREN FOR KINDERGARTEN

CAHSD Head Start Program utilizes the COR Advantage for the assessment of child outcomes. An essential feature of COR Advantage is that it provides measurement data of a child's growth. Teachers use the data to inform planning and instruction to help ensure a child's development and learning needs are met. Child progress is shared with parents periodically during the program year.

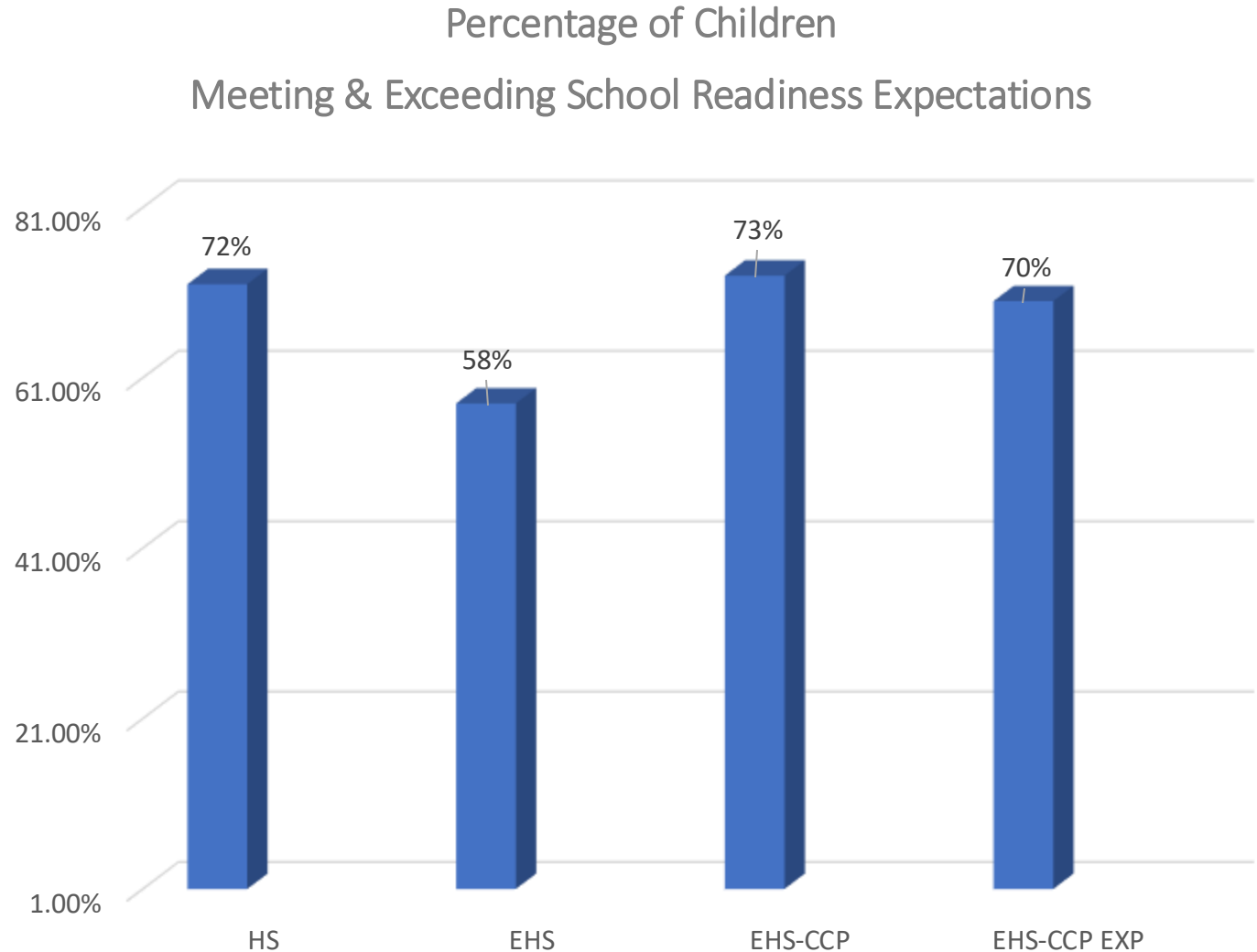
Head Start Children have access to Waterford SmartStart in class and at home. SmartStart's PreK software teach early reading, math, science, and social studies concepts as well as executive function, creative arts, and health and physical development to children on an individualized learning path. Children have access to the online program from the enrollment year to the day before entering kindergarten. Parents have access to review their child's progress, which increases parental engagement in their child's education.



# CHILD OUTCOMES

Head Start children are assessed in language and literacy, math, science, social and emotional development, approaches to learning, and physical development.

Early Head Start children are assessed in cognition and general knowledge, social-emotional development, language and literacy, approaches to learning, and physical development



*Miami-Dade County Head Start  
and  
Early Head Start  
Classroom Assessment Scoring  
System (CLASS®)*

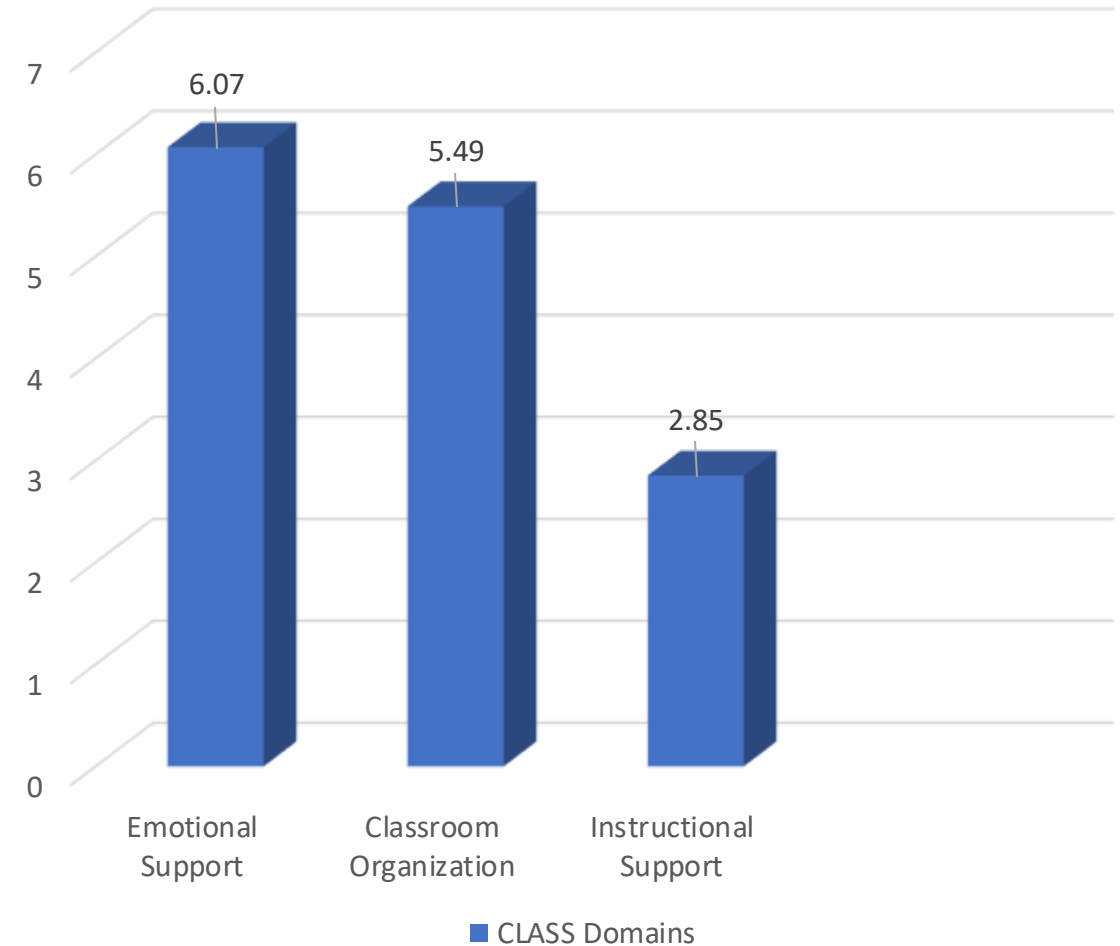




The Office of Head Start (OHS) and Miami-Dade County Head Start uses the Classroom Assessment Scoring System (CLASS®) Pre-K Teacher-Child Observation Instrument to measure interactions in the classroom. The CLASS® tool has 10 dimensions of teacher-child interactions rated on a 7-point scale, from low to high. The 10 CLASS® dimensions are organized into three domains: Emotional Support, Classroom Organization, and Instructional Support.

- **Emotional Support** assesses the degree to which teachers establish and promote a positive climate in their classroom through their everyday interactions.
- **Classroom Organization** assesses classroom routines and procedures related to the organization and management of children's behavior, time, and attention in the classroom.
- **Instructional Support** assesses the ways in which teachers implement the curriculum to effectively promote cognitive and language development.

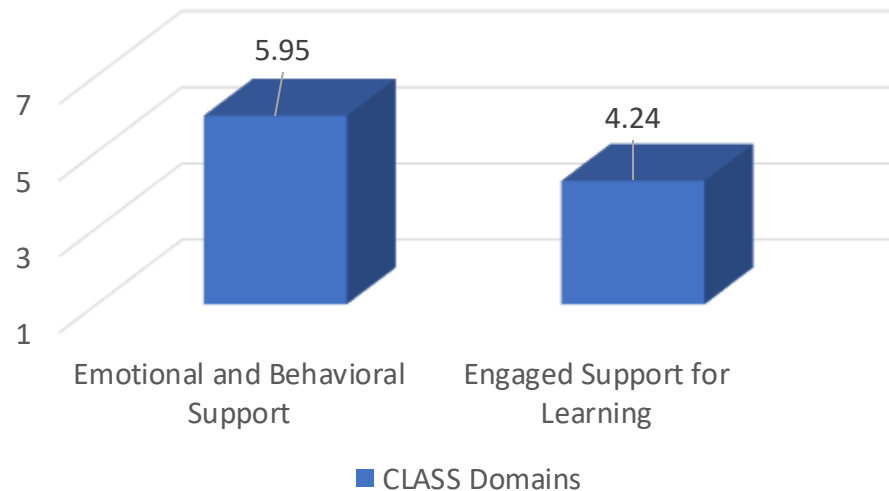
# Head Start CLASS Data



# Early Head Start CLASS Data

Miami-Dade County Early Head Start uses the Classroom Assessment Scoring System (CLASS®) Infant Teacher-Child Observation Instrument and the Toddler Teacher-Child Observation Instrument to measure interactions in the classroom. The CLASS® tool for Infants has 4 dimensions that are organized into one domain. The Toddler Instrument has 8 dimensions that are organized into 2 domains. Both are rated on a 7-point scale, from low to high. The CLASS® dimensions are organized into domains for each instrument.

## Early Head Start - Toddlers



This report is prepared to comply with the Head Start Reauthorization Act of 2007, Administrative Requirements and Standards Sec. 644 [42 U.S.C. 9839 (a)(2)]



## Toddler

**Emotional and Behavioral Support** assess the social and emotional supports teachers provide to promote all areas of development and manage children's behavior, time, and attention in the classroom.

**Engaged Support for Learning** assesses how teachers promote cognitive and language development.





# DISABILITIES

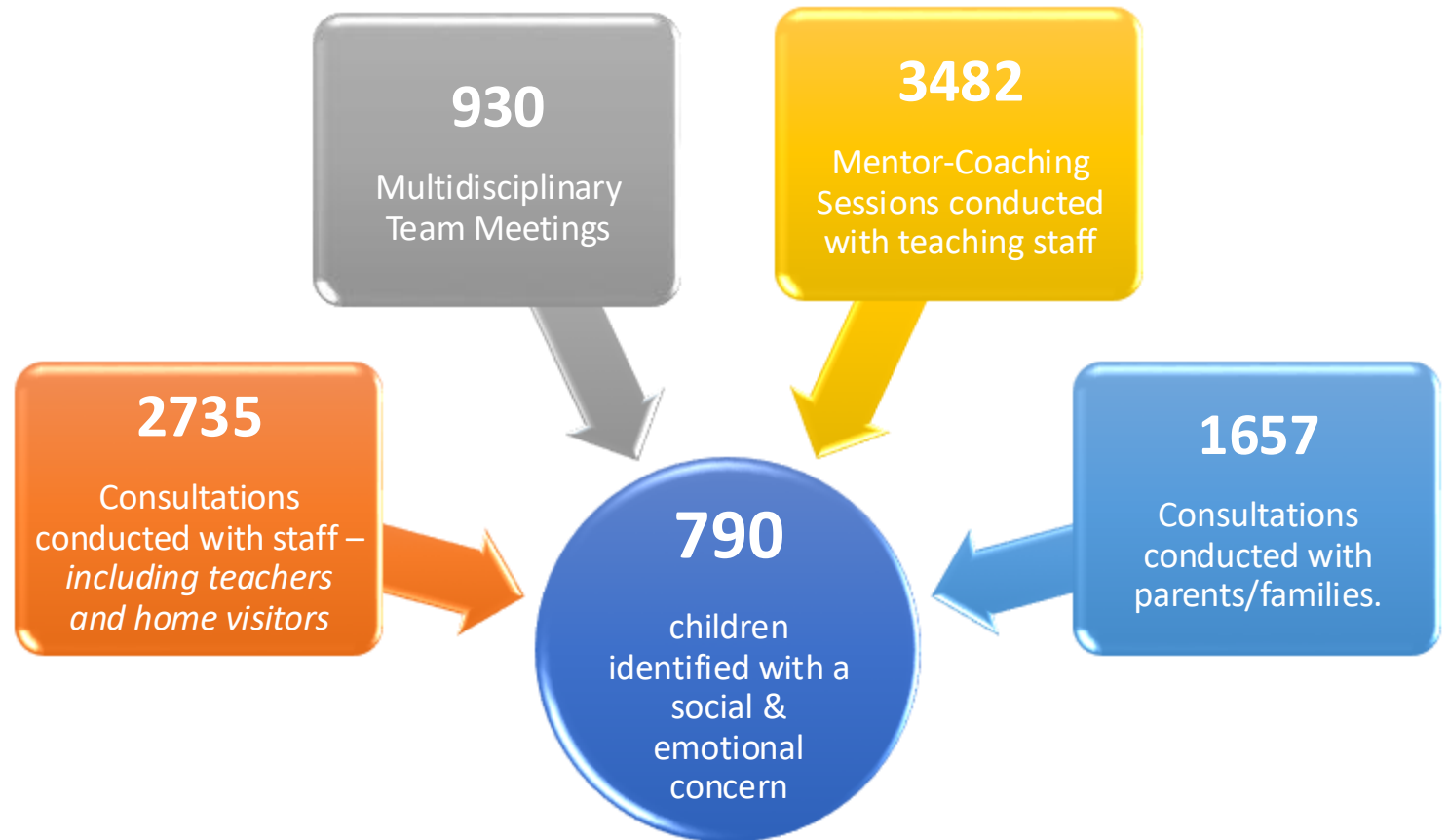
PROGRAM	FUNDED ENROLLED CHILDREN WITH IEP/IFSPS	PERCENTAGE
Head Start/Early Head Start	747/6756	11.05%
EHS-Child Care Partnership	55/240	22.91%
EHS-Child Care Partnership Expansion	73/552	13.22%

## HIGHLIGHTS

Miami-Dade County successfully met the 10% enrollment mandate for all grants which includes Head Start/Early Head Start, Early Head Start-Child Care Partnership, and Early Head Start-Child Care Partnership Expansion. In collaboration with the LEA, we were able to coordinate evaluation for the children identified with concerns during the weekends and Spring Break. Staffing were held after hours to support families who could not attend during the regular hours. Children diagnosed in specified disability categories based on their IEP/IFSP, received developmentally appropriate support in the least restrictive environment. Some children also received on-site services through private providers based on family preference. Partnership with private providers was developed to conduct Speech/Language evaluations in an effort to expedite the referral, evaluation, and eligibility determination process with the LEA.

# MENTAL HEALTH and WELL-BEING

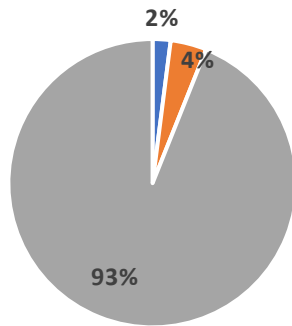
Miami-Dade County Head Start offers early intervention services for children with social-emotional concerns identified through research-based screeners. We use a multidisciplinary approach to involve parents, relevant staff and community partners in providing and coordinating interventions.



# HUMAN RESOURCES

## Teacher credentials

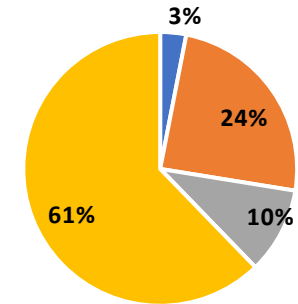
### Child Care Partners



■ Masters ■ Bachelors ■ CDA/FCCPC

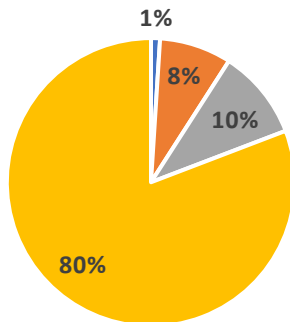


### Early Head Start Teachers

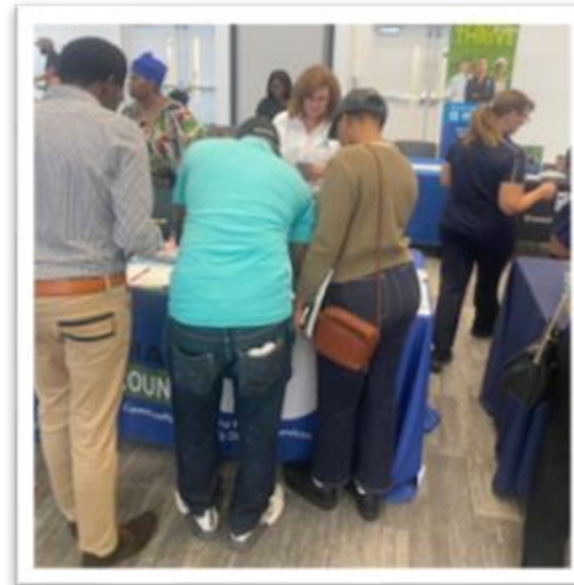


■ Masters ■ Bachelors ■ Associates ■ CDA/FCCPC

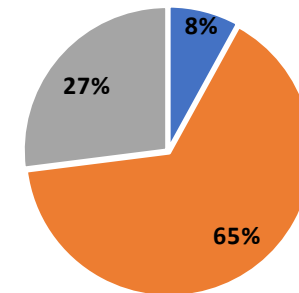
### Early Head Start Expansion



■ Masters ■ Bachelors ■ Associates ■ CDA/FCCPC



### Head Start Teachers



■ Masters or higher ■ Bachelors ■ Associates



**Daniella Levine Cava**  
*Mayor*

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