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**Early Head Start (EHS) Policy Council Meeting  
April 16, 2025 (English and Spanish); 5:30 p.m.**

**Agenda**

**Zoom Link:** <https://bit.ly/3yt9JVk>

**Meeting ID: 936 8702 7177**

**Passcode: 473146**

- |   |                       |
|---|-----------------------|
| <b>I. Call Meeting to Order</b>   | <b>Randy Grice</b>    |
| <b>II. Roll Call</b>  | <b>Falan Owens</b>    |
| <b>III. Action Item</b>   |                       |
| a. February 19, 2025 Minutes  | <b>Randy Grice</b>    |
| b. Resolution 04162025-01: Grant Budget                                 | <b>Belkis Torres</b>  |
| c. Resolution 04162025-02: Grant Application                            | <b>Belkis Torres</b>  |
| d. Resolution 04162025-03: Training and Technical Assistance Plan       | <b>Belkis Torres</b>  |
| e. Resolution 04162025-04: Bylaws Modification                          | <b>Belkis Torres</b>  |
| f. Resolution 04162025-05: Slot Reduction Request                       | <b>Belkis Torres</b>  |
| <b>IV. Committee Reports</b>  |                       |
| a. Finance Committee Report   | <b>Polo Coronado</b>  |
| b. Nutrition Committee Report   | <b>Sacory Butts</b>   |
| c. Enrollment and Attendance Committee Report                           | <b>Angelina Leyva</b> |
| d. Program and School Readiness Goals                                   | <b>Anielka Coke</b>   |
| e. Annual Report 2023-2024  | <b>Belkis Torres</b>  |
| <b>V. General Updates</b>   | <b>Randy Grice</b>    |
| <b>VI. Reminders</b>  | <b>Randy Grice</b>    |
| a. Next Policy Council meeting will resume on June 18, 2025 at 5:30 pm. |                       |
| <b>VII. Public Comments</b>   | <b>Randy Grice</b>    |
| <b>VIII. Adjournment</b>  | <b>Randy Grice</b>    |

Attachments: [How to Make a Motion](#)

**Policy Council Meeting**  
**February 19, 2025 (English and Spanish)**  
**5:30 p.m.**  
**Minutes**

**I. Call to Order**

Mr. Randy Grice presided over the meeting. The meeting was called to order at 5:35 p.m.

Mr. Grice congratulated the Early Head Start program for its 10<sup>th</sup> anniversary at the Early Learning Coalition of Miami-Dade and its many years of service to the community.

**II. Roll Call**

The following participated in the meeting:

<b>Members</b>	<b>Representing Centers</b>
Anielka Coke	Miami Gardens
Ashley De Frank Nunez	My Little Angels
Jennifer Lynn Ortega	Jennifer Lynn Ortega
Joanna Mancisidor (Substitute)	Kids Small World Learning Center
Julie Ramirez (Substitute)	Tiny Tykes
Kerenza Scheepers	Lincoln Marti - 905
Kimberly Wardlow	GBilly Jr.
Polo Coronado	Community Representative
Randy Grice	Community Representative
Ra'Shawanna Avant	B&G Preschool
Sherelle Stephens	Lord's Learning Center
Virgina Ponce	Naranja Prep Academy Annex
<b>EHS Staff</b>	<b>Position</b>
Alexander Sanchez	Controller
Angelo Parrino	Chief Operating Officer
Belkis Torres	Vice President for EHS
Bob De La Fonte	Legal Counsel
Cecilia Nariznis	Mental Health Manager
Elicenia Del Rio	Interim Finance Manager
Jacqueline Dominguez	Human Resources Director
Jessica Dittmar	Administrative Coordinator
Maggie Casanova	Sr. Accountant
Otilia Gonzalez-Varese	Disabilities Manager
Sarahi Rivera	Director of Child Development and Education Support Services
Valeria Perez Sarabia	Nutrition Manager
Yissel Morales	Contract Manager

**III. Action Item**

**a. November 20, 2024 Meeting Minutes**

Mr. Grice asked for a motion to approve the November 20, 2024 meeting minutes.

- Motion made by Jennifer Lynn Ortega
- Motion seconded by Ashley DeFrank Nunez
- No discussion
- Motion passed in 12 favor and 0 opposed.

**b. Resolutions****Resolution 02192025-01: Self-Assessment Report and Improvement Plan**

Ms. Torres shared that the self-assessment is an annual process that is required by performance standards. The self-assessment is an opportunity for the program to look at data with Board members, policy council, partners, community representatives, parents, and staff. The purpose is to identify any challenges and/or potential initiatives that will enhance services. This year the self-assessment took place on November 22, 2024. Six goals were identified as a result of the self-assessment. The goals include:

- Improve the efficiency and accuracy of dual enrollment reporting for the Early Head Start program.
- Refine the process for responding to emergencies, including active shooters.
- Develop a uniform process for identifying teachers for intensive coaching using a valid and reliable research-based classroom observation tool.
- Increase the number of hemoglobin and lead screening results submitted.
- Train teachers on implementing Conscious Discipline in the classroom to mitigate children's challenging behaviors.
- Create uniform guidelines for supporting and fostering collaborative onsite therapy.

Details of the report and improvement plan could be found as part of the background of the resolution.

Mr. Grice asked for a motion to approve Resolution 02192025-01: Self-Assessment Report and Improvement Plan.

- Motion made by Kerenza Scheepers
- Motion seconded by Ashley DeFrank Nunez
- No discussion
- Motion passed in 12 favor and 0 opposed.

**c. Resolution 02192025-02: 2025-2026 Recruitment and Selection Plan**

Ms. Torres shared that the recruitment and selection plan is a framework intended to ensure that the program meets 100 percent of enrollment at all times. The plan includes recruitment and outreach strategies that the program will use to reach families that may be eligible for the program. The plan also outlines the point system that will be used to select families. For the 2025-2026 school year, the program did not make any changes to the plan that was approved in February 2024 and modified in September 2025 with the new Head Start requirements. Ms. Torres briefly shared the information in the plan.

Mr. Grice asked for a motion to approve Resolution 02192025-02: 2025-2026 Recruitment and Selection Plan.

- Motion made by Ashley DeFrank Nunez
- Motion seconded by Jennifer Lynn Ortega
- No discussion
- Motion passed in 12 favor and 0 opposed.

**IV. Reports****a. Finance Committee Report**

The Finance Committee met on February 14. The following information was shared:

**October 2024**

The total year-to-date expenses in October 2024 were \$3,205,719.65. Of these, \$1,787,398.78 went to childcare partners for direct services. The program has a remaining balance of \$9,111,133.35.

**October 2024 Credit Card Report**

There was \$1,030.69 in credit card expenses for the month of October 2024. This charge was for travel and lodging expenses for one (1) staff to attend the AELC conference and two (2) staff to attend the Conscious Discipline Annual Conference.

**November 2024**

The total year-to-date expenses in November 2024 were \$4,009,300.40. Of these, \$2,174,385.44 went to childcare partners for direct services. The program has a remaining balance of \$8,307,552.60.

**November 2024 Credit Card Report**

There were no credit card expenses for the month of November 2024.

**December 2024**

The total year-to-date expenses in December 2024 were \$4,667,144.31. Of these, \$2,446,031.72 went to childcare partners for direct services. The program has a remaining balance of \$7,649,708.69.

**December 2024 Credit Card Report**

There was \$991.88 in credit card expenses for the month of December 2024. This charge was for travel and lodging credit for one (1) staff to attend the AELC Conference, one (1) staff to attend the National Head Start Association Winter Leadership Conference, and two (2) staff to attend the FSU Breastfeeding Training.

**b. Nutrition Committee Reports**

The Nutrition Committee met on February 14. The following information was shared:

Ms. Perez, Nutrition Manager, explained each month the program shares the amount of USDA meals claimed by each site. The report captures the number of meals given to each child, each day of the month. The percentage column indicates the percentage of meals served based on each day a child was present for the month. Sometimes children missed a meal because they arrived late or left early. Those who arrived late were not counted for USDA purposes but were still offered a meal.

In the meal reports, there are several numbers in red for centers that did not reach 100% for a specific meal. This means one or more children missed the specific meal for one or more days of the month. If none of the meals reached 100%, there is a red box around all 3 meals.

In **November 2024**, the program had 7 centers that did not reach 100% for any of the meals. This was due to children arriving late and/or leaving early due to health issues.

In **December 2024 and January 2025**, the program had 8 centers that didn't reach 100% for any of the meals. This was a result of children arriving late and/or leaving early due to health issues.

### c. Enrollment and Attendance Committee Reports

The Enrollment and Attendance Committee met on February 12. The following information was shared for enrollment and attendance:

#### The Enrollment Report

The Early Head Start program ended the month of **November 2024** with 748 children enrolled and 20 slots vacant for less than 30 days.

The Early Head Start program ended the month of **December 2024** with 746 children enrolled and 4 slots vacant for less than 30 days.

The Early Head Start program ended the month of **January 2024** with 747 children enrolled and 3 slots vacant for less than 30 days.

#### The Attendance Report

Attendance in **November 2024** was 84%. Children were mainly absent due to sickness. The reason for the sickness was mainly a fever followed by a cold, cough, and flu.

Attendance in **December 2024** was 84%. Children were mainly absent due to sickness. The reason for the sickness was mainly a fever followed by a cold. Also, there was an increase in absences due to families taking vacations for the holidays.

In **January 2024**, the average daily attendance was 86%. The main reason for children being absent was sick/illness. The reason for the sickness was mainly a fever followed by a cold.

### V. General Updates

Ms. Torres shared a presentation that looked at the impact of Early Head Start (EHS) in Miami-Dade County during the past 10 years.

- As of January 31, 2025, the program had served 10,015 children, 13 pregnant moms, 777 children with a diagnosed disability, and 8,833 families in the past 10 years.
- In 2015, the program started serving 10 zip codes. During the past 10 years, it has increased to 18 zip codes.
- The program started with 25 partners and 9 have continued their partnership with the EHS program.
- The program experienced many challenges, most notably navigating COVID-19 and its ramifications.
- The program highlighted its impact on quality, in particular continuity of care which is the foundation of good early care. Ongoing assessment was another contribution that increased the intentionality behind educational activities for infants and toddlers.
- During the past 10 years, the program's return of investment has been anywhere from \$454,336,588 to \$1,363,009,746.

On January 28, the United States Payment Management System was shut down by the White House. This is the platform that the program uses to access funds for payments. When the platform was shut down, no program could access money to cover the cost of its program. The Executive Order was rescinded the next day and for now it appears that the program will continue to be funded.

Ms. Torres provided an update on the Lead Policy change as requested by the Policy Council in November. The policy now includes a statement of how the center will conduct remediation so that it is sensitive to parents' work schedule.

**VI. Reminders**

Next Policy Council meeting will be on Wednesday, April 16, 2025, at 5:30 p.m.

**VII. Public Comments**

Ms. Stephens shared three (3) community events that may interest parents.

- I. **Kid Fest** at Theodore Gibson Park (350 NW 13 Street, 33136) on March 1, 2025, from 11:00 a.m. to 2:00 p.m. A fun-filled day for the entire family.



- II. **No Wrong Door Event** at North Shore Medical Center (1100 NW 85th Street, 33150) March 15, 2025, from 11:00 a.m. to 2:00 p.m. Connecting residents to government resources and community-based organizations.
- III. **Know Your Rights: Eviction Diversion Project** at Arcola Lakes (8401 NW 14th Ave. 14th Avenue, 33147) on March 15 from 12:00 noon to 2:00 p.m. Information for renters on their rights and how to get support if facing eviction.

Miami Workers Center  
720 NW 55th Street, Miami, FL 33127

Eviction Hotline (786) 833-7078  
evictiondefense@miamiworkerscenter.org

MIAMI-DADE COUNTY

MARLEINE BASTIEN  
Miami-Dade County Commissioner For District 3

### Miami-Dade County Eviction Diversion Project


# Tenants Know Your Rights and Legal Clinic

Saturday, March 15 • 12pm-2pm

**Arcola Lakes Senior Center**  
8401 NW 14th Ave Miami, FL 33147

The Eviction Diversion Project is empowering renters with information about their rights and how to get support if facing an eviction. Join our FREE event to learn more about how to defend your rights as a tenant in Miami-Dade County and to connect with an attorney on-site about your concerns.

Contact us or scan the QR code:



COMMUNITY JUSTICE PROJECT

LEGAL SERVICES OF Greater Miami, Inc.

Haitian Lawyers Association

CABA PROBONO LEGAL SERVICES

The Miami-Dade County Eviction Diversion Project is a collaboration between Legal Services of Greater Miami (LSGM), Miami Workers Center, Community Justice Project, Haitian Lawyers Association, Willie D. Ferguson, Jr. Bar Association, The Cuban American Bar Association (CABA) Pro Bono and Miami-Dade County's Office of Housing Advocacy.

To request materials in accessible format, sign language interpreters, CART and/or any accommodation to participate in any Miami-Dade, Parks, Recreation and Open Spaces sponsored program or meeting, contact Gisel Prado, 305-755-7848 or Gisel.Prado@miamidade.gov, at least 7 days in advance to initiate your request. TTY users may also call 711 (Florida Relay Service).

**VIII. Adjournment**

Mr. Grice asked for a motion to adjourn the meeting.

- Motion made by Jennifer Lynn Ortega

The meeting was adjourned at 6:25 p.m.



## Early Learning Coalition Policy Council Meeting

April 16, 2025

**Resolution:** 04162025-01

**Action Requested:** Approve the Early Head Start budget and authorize the President and CEO to submit the Early Head Start budget as part of the 2025-2026 non-competing continuation grant application.

**Fiscal Impact:** \$12,316,853

**Funding Source:** U.S. Department of Health and Human Services, Administration for Children and Families.

### Strategic Goal:

High Need Areas

Infants and Toddlers

Providers

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### Resolution: 04162025-01

**APPROVE THE EARLY HEAD START BUDGET AND AUTHORIZE THE PRESIDENT AND CEO TO SUBMIT THE EARLY HEAD START BUDGET AS PART OF THE 2025-2026 NON-COMPETING CONTINUATION GRANT APPLICATION.**

WHEREAS, the Early Head Start Policy Council has been apprised of the program goals through the attached narrative, hereby incorporated by reference, and the Early Head Start Policy Council is in agreement with the goals described therein;

WHEREAS, the Early Head Start Policy Council recommends approving this action;

NOW, THEREFORE, be it resolved that the Early Head Start Policy Council shall approve the Early Head Start budget and authorize the President and CEO to submit the Early Head Start budget as part of the 2025-2026 non-competing continuation grant application.



The foregoing resolution and attachment was offered by , who moved its approval. The motion was seconded by , and upon being put to a vote, the vote was as follows: members in favor and opposed.

The chairperson thereupon declared this resolution duly passed and adopted this 16 of April, 2025.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC,

By: \_\_\_\_\_(Secretary's Signature)\_\_\_\_\_

[(Secretary Name Eng] and Sp)], Policy Council Secretary

### **Background**

The Early Head Start program will provide comprehensive services to 750 infants, toddlers, and pregnant women through center-based and family childcare home options in targeted zip codes of Miami-Dade County from August 1 through July 31. On an annual basis, the program receives federal funding for Program Operations and Training and Technical Assistance. The anticipated total funding for 2025-2026 is \$12,316,853.

This funding amount is comprised of:

\* \$12,084,479 for Program Operations.

\* \$232,374 for Training and Technical Assistance.

Additionally, the program is required to match the federal funding with a non-federal share. The non-federal share for the 2025-2026 program year is in the amount of \$3,079,213. The program is requesting a waiver in the amount of \$2,069,366. If the waiver is granted, the program will only be responsible for \$1,009,847 in Non-Federal Share. The program must submit a grant application on May 1, 2025, for the next program year which includes the budget for the delivery of service. The 2025-2026 budget is as follows:

## Early Head Start 2025-2026 Budget

### Sub-section A: Budget

Applicant Name: Early Learning Coalition of Miami-Dade/MonroeAward Number: 04HP000569-02

### Budget Information - Non Construction Programs

<b>Section A - Budget Summary</b>						
Grant Program Function or Activity  (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1 Early Head Start: Program Operations	93.6			\$ 12,084,479	\$ 1,009,847	\$ 13,094,326
2 Early Head Start: TTA	93.6			\$ 232,374		\$ 232,374
3 Cost of Living Adjustment (COLA)	93.6					\$ -
4						\$ -
5 Totals		\$ -	\$ -	\$ 12,316,853	\$ 1,009,847	\$ 13,326,700

SF-424A

Prescribed by OMB Circular A-102

<b>Section B - Budget Categories</b>					
6 Object Class Categories	Grant Program, Function or Activity				Total (5)
	-1 Early Head Start: Program Operations	-2 Early Head Start: TTA	-3 Cost of Living Adjustment (COLA)	-4	
a. Personnel	\$ 3,390,324	\$ -			\$ 3,390,324
b. Fringe Benefits	\$ 1,130,342	\$ -			\$ 1,130,342
c. Travel		\$ 18,780			\$ 18,780
d. Equipment	\$ 25,867	\$ -			\$ 25,867
e. Supplies	\$ 193,321	\$ 875			\$ 194,196
f. Contractual	\$ 6,959,360	\$ 193,285			\$ 7,152,645
g. Construction		\$ -			\$ -
h. Other	\$ 385,266	\$ 19,434			\$ 404,700
i. Total Direct Charges (sum of 6a-6h)	\$ 12,084,479	\$ 232,374			\$ 12,316,853
j. Indirect Charges	\$ -	\$ -			\$ -
k. Totals (sum of 6i-6j)	\$ 12,084,479	\$ 232,374			\$ 12,316,853
7 Program Income					\$0

Section II: Budget and Budget Justification Narrative

<b>Section C – Non-Federal Resources</b>						
	(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals	
8	Early Head Start: Program Operations	\$ 1,009,847			\$ 1,009,847	
9	Early Head Start: TTA	\$ -			\$ -	
10					\$ -	
11					\$ -	
12	<b>Total</b> (sum of lines 8 – 11)	\$ 1,009,847	\$ -	\$ -	\$ 1,009,847	
<b>Section D – Forecasted Cash Needs</b>						
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th quarter	
13	Federal	\$ 12,316,853	\$3,079,213	\$3,079,213	\$3,079,211	\$3,079,214
14	Non-Federal	\$ 1,009,847	\$252,462	\$252,462	\$252,460	\$252,463
15	<b>Total</b> (sum of lines 13 and 14)	\$13,326,700	\$3,331,675	\$3,331,675	\$3,331,671	\$3,331,677
<b>Section E – Budget Estimates of Federal Funds Needed for Balance</b>						
	(a) Grant Program	Future Funding Periods (Years)				
		(b) First	(c) Second	(d) Third	(e) Fourth	
16						
17						
18						
19						
20	<b>Total</b> (sum of lines 16-19)	\$0	\$0	\$0	\$0	
<b>Section F – Other Budget Information</b>						
21. Direct Charges		22. Indirect Charges				
23. Remarks						

SF-424A

Prescribed by OMB Circular A-

**Sub-section A: Budget**

Applicant Name: Early Learning Coalition of Miami-Dade/Monroe

Award Number: 04HP000569-02

Prescribed by OMB Circular A-102

<b>Section B – Budget Categories</b>				
6	Object Class Categories	Total (2025-2026)	Total (2024-2025)	Variance
	a. Personnel	\$ 3,390,324	\$ 3,057,356	\$ 332,967
	b. Fringe Benefits	\$ 1,130,342	\$ 1,067,695	\$ 62,647
	c. Travel	\$ 18,780	\$ 31,308	\$ (12,528)
	d. Equipment	\$ 25,867	\$ 32,752	\$ (6,885)
	e. Supplies	\$ 194,196	\$ 166,264	\$ 27,931
	f. Contractual	\$ 7,152,645	\$ 7,202,102	\$ (49,457)
	g. Construction	\$ -	\$ -	\$ -
	h. Other	\$ 404,700	\$ 759,375	\$ (354,675)
	i. Total Direct Charges (sum of 6a-6h)	\$ 12,316,853	\$ 12,316,853	\$ 0
	j. Indirect Charges	\$ -	\$ -	\$ -
	k. <b>Totals</b> (sum of 6i-6j)	\$ 12,316,853	\$ 12,316,853	\$ -
<b>7 Program Income</b>				
		\$0	\$0	



## Early Learning Coalition Policy Council Meeting

April 16, 2025

**Resolution: 04162025-02**

**Action Requested:** Approve and authorize the President and CEO to submit the Early Head Start non-competing continuation grant application and all of its supporting documents for the 2025-2026 program year.

**Fiscal Impact:** \$12,084,479

**Funding Source:** U.S. Department of Health and Human Services, Administration for Children and Families

### Strategic Goal:

High Need Areas

Infants and Toddlers

Increase Enrollment

Children with Special Needs

Increase Awareness

Providers

Family Engagement

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### **Resolution: 04162025-02**

**APPROVE AND AUTHORIZE THE PRESIDENT AND CEO TO SUBMIT THE EARLY HEAD START NON-COMPETING CONTINUATION GRANT APPLICATION AND ALL OF ITS SUPPORTING DOCUMENTS FOR THE 2025-2026 PROGRAM YEAR.**

WHEREAS, the Early Head Start Policy Council has been apprised of the program goals through the attached narrative, hereby incorporated by reference, and the Early Head Start Policy Council is in agreement with the goals described therein;

WHEREAS, the Early Head Start Policy Council recommends approving this action;

NOW, THEREFORE, be it resolved that the Early Head Start Policy Council shall approve and authorize the President and CEO to submit the Early Head Start non-competing continuation grant application and all of its supporting documents for the 2025-2026 program year.

The foregoing resolution and attachment was offered by , who moved its approval. The motion was seconded by , and upon being put to a vote, the vote was as follows: members in favor and opposed.

The chairperson thereupon declared this resolution duly passed and adopted this 16 of April, 2025.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC,

By: \_\_\_\_\_(Secretary's Signature)\_\_\_\_\_

[(Secretary Name Eng] and Sp)], Policy Council Secretary

## Background

The Early Head Start program provides comprehensive services to 750 pregnant women, infants, toddlers, and their families in targeted zip codes of Miami-Dade County from August 1 through July 31. On an annual basis, the program receives federal funding for Program Operations and Training and Technical Assistance. All agencies wishing to be considered for designation as an Early Head Start agency must submit an application to operate Early Head Start. The application must be submitted in accordance with the application instructions. The following items must be submitted as part of the non-competing continuation application:

- \* Application Narrative
- \* Annual Report
- \* Budget and Budget Justification Narrative
- \* Governing Body and Policy Council Decisions
- \* Program Goals
- \* Results of Self-Assessment and Improvement Plan (approved in the February 2025 meeting)
- \* Training and Technical Assistance Plan
- \* School Readiness Goals
- \* Selection Criteria (approved in the February 2025 meeting)

## Regulation/Requirements

Head Start Grant Application Instructions Version 3.01

Recipients are required to submit funding applications for each year of the project period. The Office of Head Start carefully considers each recipient's annual application, beginning with the baseline, to assure that agencies are meeting the intent of the Head Start mission, purpose, and regulations prior to issuing the Notice of Award. The Office of Head Start analyzes each application to understand whether the recipient's proposed program design, services, and resources are aligned to meet the needs of the children and families in their community, and to understand the program's goals and progress toward meeting those goals, as well as outcomes, throughout the grant's project period.



### 2025-2026 Grant Application Changes

- A comparison between the 2023 and 2024 community assessments showed changes in community data. Below are the categories with changes:
  - **Geographic location:** There was a 7.6% and 8.5% decrease in the number of children and pregnant women (respectively) living in poverty in Miami-Dade County.
  - **Background:** White, African American/Black, and Asian decreased but there was a significant increase in multibackground families.
  - **Homelessness:** Florida has an overall 18% increase in the homeless population.
  - **Special Needs:** An 11.8% overall increase was observed in infants and toddlers with special needs, with the greatest increase occurring among older toddlers.
  - **Food insecurity:** There was a 21.4% decrease in the overall child food insecurity rate in Miami-Dade County.
  - **Education:** There was a 52% increase in adults attaining a bachelor's degree.
  - **Early Childhood Education:** There was an 82.5% increase in children aged 0-5 years enrolled in subsidized childcare. Conversely, childcare facilities and those with active School Readiness status decreased by 19%.
- The number of Early Head Start childcare partners decreased from 27 to 24.
- The program contracted with a consultant to provide additional coaching support using the Practice-Based Coaching framework. The framework uses a strength-based approach towards improving child outcomes.
- Due to the vendor's discontinuation of Learning Games in its current form, the program will no longer use it as a parent resource for at-home child development activities.
- The Policy Council structure was modified to mirror the Board. Information is shared with subcommittee members, and subcommittee chairs present reports to the full Policy Council.
- The Policy Council meets five months during the year. Mandatory information from non-meeting months is shared with members during the next scheduled meeting month.



## Early Learning Coalition Policy Council Meeting

April 16, 2025

**Resolution:** 041625-03

**Action Requested:** Approve and authorize the President and CEO to submit, with the Early Head Start non-competing continuation grant application, and implement the Early Head Start Training and Technical Assistance Plan for the 2025-2026 program year.

**Fiscal Impact:** \$232,374

**Funding Source:** U.S. Department of Health and Human Services, Administration for Children and Families

### Strategic Goal:

Infants and Toddlers

Children with Special Needs

Providers

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### **Resolution: 041625-03**

**APPROVE AND AUTHORIZE THE PRESIDENT AND CEO TO SUBMIT, WITH THE EARLY HEAD START NON-COMPETING CONTINUATION GRANT APPLICATION, AND IMPLEMENT THE EARLY HEAD START TRAINING AND TECHNICAL ASSISTANCE PLAN FOR THE 2025-2026 PROGRAM YEAR.**

WHEREAS, the Early Head Start Policy Council has been apprised of the program goals through the attached narrative, hereby incorporated by reference, and the Early Head Start Policy Council is in agreement with the goals described therein;

WHEREAS, the Early Head Start Policy Council recommends approving this action;

NOW, THEREFORE, be it resolved that the Early Head Start Policy Council shall approve and authorize the President and CEO to submit, with the Early Head Start non-competing continuation grant application, and implement the Early Head Start Training and Technical Assistance Plan for the 2025-2026 program year.

The foregoing resolution and attachment was offered by , who moved its approval. The motion was seconded by , and upon being put to a vote, the vote was as follows: members in favor and opposed.

The chairperson thereupon declared this resolution duly passed and adopted this 16 of April, 2025.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC,

By: \_\_\_\_ [Secretary's Signature] \_\_\_\_\_

[Secretary Name Eng] and Sp]], Policy Council Secretary

### **Background**

As part of the grant application, the Early Head Start program is required to submit a Training and Technical Assistance Plan annually. The purpose of the plan is to improve the quality of services for children and families and strengthen program operations by expanding staff knowledge, improving staff qualifications, and encouraging staff to continually improve their skills and expertise through trainings, coursework, coaching, and consultations. Additionally, the plan must include parent training which aims to empower families and improve parenting skills, leading to enhanced child development, family well-being, and ultimately, school readiness and self-sufficiency. The Office of Head Start provides the Early Head Start program \$232,374.00 annually to support the implementation of the Training and Technical Assistance Plan.

Regulations:

Head Start Act Sec. 648 [42U.S.C.9843](d)(1)



**Early Head Start  
2025-2026 Training and Technical Assistance Plan**

<b>Goal #1: Strengthen the parental role in supporting their child's development</b>			
Transition Overview	Curriculum Overview	Parenting Curriculum (Ready Rosie)	
Developmental Consultations/Parent Support		Understanding Children's Developmental Milestones	
<b>Goal #2: Help families understand how to navigate and access community resources to achieve goals and overcome challenges.</b>			
Financial Literacy	Parent Orientation	Pregnant Mother Nutrition Training	Breastfeeding Training
Women, Infants, and Children (WIC) Technical Assistance			
<b>Goal #3: Expand staff's knowledge and toolkit for fostering all aspects of a child's development and family engagement.</b>			
Infant Mental Health Competency Training	Food Allergy Training Online Training (Quorum)	Child Development Associate (CDA) Courses	Program for Infant/Toddler Care (PITC) Training and Coaching
Family Engagement in a school setting	Fall and Spring Professional Development Conference	Introduction to CLASS	National Association for the Education of Young Children (NAEYC) Conference
Food & Nutrition Conference & Expo	National Child Nutrition Conference	Zero to Three Conference	Conscious Discipline Institute Training and Implementation
Pediatric First Aid/CPR and Automated External Defibrillator (AED) and EpiPen Autoinjector Training	Annual International Conference on Young Children with Special Needs, Division of Early Childhood (DEC) of the Council for Exceptional Children	Data Literacy Training	Science, Technology, Engineering, Art, Math (STEAM) Integration Workshop
<b>Goal #4: Individualize teacher support through coaching and consultations.</b>			
Coaching to Fidelity: Curriculum Training		Understanding School Readiness Goals through Ongoing Assessment	
Mental Health Consultations	Intensive Coaching	Developmental Consultations/Teacher Support	
<b>Goal #5: Expand knowledge of the Early Head Start program and community services.</b>			
National Head Start Association (NHSA) Conference	Region IV Head Start Association Conference	Florida Head Start Association (FHSA) Conference	
<b>Goal #6: Promote healthy eating and lifestyle among children, parents and staff</b>			
Healthy Kids, Healthy Future by SNAP-ED and Nemours	Family Style Dining Online Training	EFNEP by UF/IFAS: Nutrition education seminars and interactive training	
Common Threads Parent Nutrition and Cooking Workshops		Various Training Topics for Pregnant Women	



## Early Learning Coalition Policy Council Meeting

April 16, 2025

**Resolution:** 04162025-04

**Action Requested:** To approve the following changes to the Policy Council Bylaws as stated in the background.

**Fiscal Impact:** No financial Impact

**Funding Source:** U.S. Department of Health and Human Services, Administration for Children and Families

**Strategic Goal:**

Infants and Toddlers

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**Resolution: 04162025-04**

**TO APPROVE THE FOLLOWING CHANGES TO THE POLICY COUNCIL BYLAWS AS STATED IN THE BACKGROUND.**

WHEREAS, the Early Head Start Policy Council has been apprised of the program goals through the attached narrative, hereby incorporated by reference, and the Early Head Start Policy Council is in agreement with the goals described therein;

WHEREAS, the Early Head Start Policy Council recommends approving this action;

NOW, THEREFORE, be it resolved that the Early Head Start Policy Council shall to approve the following changes to the Policy Council Bylaws as stated in the background.

The foregoing resolution and attachment was offered by , who moved its approval. The motion was seconded by , and upon being put to a vote, the vote was as follows: members in favor and opposed.

The chairperson thereupon declared this resolution duly passed and adopted this 16 of April, 2025.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC,

By: \_\_\_\_\_(Secretary's Signature)\_\_\_\_\_

[(Secretary Name Engl and Sp)], Policy Council Secretary

## Background

Head Start and Early Head Start Act require the Policy Council to have bylaws that guide the operation of the Policy Council. The following changes are being proposed:

Article VI (Voting Procedures)- page 4 of the Bylaws:

Section 2 currently states:

Each member of the Policy Council shall have one (1) vote. There shall be no proxy. The Chair shall only have voting privileges in the event of a tie vote. A record of all Policy Council members entitled to vote shall be maintained by the Policy Council Secretary and made available at any meeting upon request by the members. Alternates will vote only during the absence of their elected voting representative as prescribed in Article III. A list of all alternate members shall be maintained by the Program's office.

Change:

Remove: There shall be no proxy.

New Section 2 would state:

Each member of the Policy Council shall have one (1) vote. The Chair shall only have voting privileges in the event of a tie vote. A record of all Policy Council members entitled to vote shall be maintained by the Policy Council Secretary and made available at any meeting upon request by the members. Alternates will vote only during the absence of their elected voting representative as prescribed in Article III. A list of all alternate members shall be maintained by the Program's office.

Article X (Meeting and Travel Allowances)- page 6 of the Bylaws:

Section 3 currently states:

Reimbursement may be made for transportation to and from official appointments by the least expensive, convenient means of transportation. Mileage allowance shall be computed in accordance with the Early Learning Coalition of Miami-Dade/Monroe Travel Policy. This allowance is limited to only the voting and non-voting representatives (alternates) serving on the Policy Council and Parent Committee members selected to serve on Sub-Committees of the Policy Council. To ensure parents are eligible to receive reimbursement, family status and income eligibility will be verified for all Policy Council representatives requesting reimbursement.

Change:

Remove: "...only the voting and nonvoting representatives (alternates)..." and ..."Parent Committee members selected to serve on Sub-Committees of the Policy Council..."

Add: "...parents" serving on the Policy Council.

Add: "...alternates attending a Policy Council meeting on behalf of a Policy Council Representative, or a Policy Council parent or an alternate member serving on a sub-committee..."

New Section 3 would state:

Reimbursement may be made for transportation to and from official appointments by the least expensive,

convenient means of transportation. Mileage allowance shall be computed in accordance with the Early Learning Coalition of Miami-Dade/Monroe Travel Policy. This allowance is limited to parents serving on the Policy Council, alternates attending a Policy Council meeting on behalf of a Policy Council Representative, or a Policy Council parent or an alternate member serving on a sub-committee. To ensure parents are eligible to receive reimbursement, family status and income eligibility will be verified for all Policy Council representatives requesting reimbursement.

Article XI (Committees)- page 7 of the Bylaws:

The last statement in section 3 currently states:

Each alternate representative shall be given the opportunity to serve on at least one standing committee or subcommittee of the Policy Council.

Change: remove "shall" and add "may"

The last statement in section 3 would state:

Each alternate representative may be given the opportunity to serve on at least one standing committee or subcommittee of the Policy Council.

Improving Head Start for School Readiness Act of 2007 - Powers and Functions of Head Start agencies (42 U.S. Code § 9837)

## Early Head Start Program

a division of the Early Learning Coalition of Miami-Dade/Monroe



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**ARTICLE I**  
NAME OF ORGANIZATION

The name of the organization shall be the Early Learning Coalition of Miami-Dade/Monroe Early Head Start Policy Council (Policy Council).

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**ARTICLE II**  
THE PURPOSE AND OBJECTIVE OF THE POLICY COUNCIL

The purpose and objective of the Policy Council is to provide a platform for parents/legal guardians and the community to participate in a process of shared planning and decision-making concerning the program design and implementation of the Early Head Start Program (Program), as outlined in [Head Start Program Performance Standards 1301](#) and section [642 of the Head Start Act](#). The Policy Council members shall:

- Section 1** Serves as a link between the Program’s Parent Committees, the Early Learning Coalition of Miami-Dade/Monroe Board (Governing Board), and public and private organizations of the communities served. Policy Council parent members shall bring information and recommendations from their respective groups, organizations, child care centers (center), and/or regions for dissemination. Issues and concerns that are within the scope, purpose, function, and responsibility of the Policy Council must follow proper protocol established at the center level before being presented to the Policy Council.
- Section 2** Ensure children and families have an opportunity to benefit from a comprehensive, interdisciplinary broad range of services offered by the Program.
- Section 3** Assist Program Parent Committees in communicating program options with all enrolled parents to ensure that they understand their rights, responsibilities, and opportunities in the Program and to encourage participation.
- Section 4** Assist Program Parent Committees in planning, coordinating, and organizing program activities for parents with the assistance of staff and ensure that allocated funds are used accordingly to support parent activities.
- Section 5** Assist in recruiting volunteer services from parents, community residents, and community organizations.
- Section 6** Assist in the mobilization of community resources to meet identified center and program needs.
- Section 7** Establish and maintain procedures for resolving community complaints about the Program.
- Section 8** Support the program by participating in committees and meetings that support the Program’s decision-making and planning process.

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**ARTICLE III**  
STRUCTURE AND COMPOSITION OF MEMBERSHIP

**Section 1** The structure of the Early Head Start Policy Council shall ensure members are elected by the parents of currently enrolled children. The majority of the members shall be parents/legal guardians of children currently enrolled in the program, in accordance with [Head Start Performance Standard 1301.3\(b\)](#) and [Head Start Act 642\(c\)\(2\)\(C\)](#).

**Section 2** The Policy Council shall consist of the following:

Parent Representation

One voting representative shall be elected by and from each center’s Parent Committee.

Community Representation

At least two (2) Community Representatives shall serve as voting members on the Policy Council. The candidates shall represent or provide service to Miami-Dade County. One of the two representatives can be a former parent and/or representative. All Community Representatives must be elected by the Policy Council.

Board Representation

One voting representative shall be appointed by the Board Chair to represent the Board and serve as a voting member.

**Section 3** Any officer from the parent committee can serve as an alternate for a policy council representative so long as they are not related to any staff working in the Program (see Section 4 for the definition of relative). Alternate representatives shall be non-voting representatives and shall only vote in the absence of the voting representative.

**Section 4** In accordance with [Head Start Performance Standard 1301.3\(b\)\(2\)](#), no staff member or members of his/her immediate family shall serve on the Policy Council. Immediate family is defined as any of the following relationships:

- wife
- husband
- son
- daughter
- brother
- mother
- father
- sister
- grandmother
- relatives by marriage of comparable

All Policy Council members will be given an affidavit to sign, attesting to the fact that they have no family members employed with Head Start Program.

**Section 5** Parent members elected to the Policy Council shall serve a one (1) year term beginning in September and ending upon the election of the new Policy Council. Members may be re-elected, but not to exceed five (5) years. Any part of a year served is considered a full term even if the term of office is less than six (6) months.

**Section 6** The Community Representatives shall serve one (1) year term beginning in November and ending upon the election of the new Policy Council. The members elected will not exceed five (5) years. Any part of a year served is considered a full term even if the term of office is less than six (6) months.

**Section 7** Executive Committee

The Executive Committee will be comprised of the following officers:

- Chair
- Vice Chair
- Secretary
- Treasurer

A minimum of two (2) parents will serve on the Executive Committee

**Section 8** The Early Learning Coalition of Miami-Dade/Monroe's legal counsel will serve as support to the Parliamentarian on the Policy Council and shall not be a council member.

## ARTICLE IV

### ELECTIONS, TERM OF OFFICE, AND DUTIES OF OFFICERS

**Section 1** Election of officers shall be held yearly at the Policy Council meeting in October. Officers shall consist of a Chairperson, a Vice-Chairperson, a Secretary, an Assistant Secretary, a Treasurer, and a Parliamentarian. Only the elected voting representatives are eligible to serve as Policy Council Officers.

**Section 2** Officers shall serve a one (1) year term of office subject to re-election of two (2) additional terms. Any part of a year served is considered a full term.

**Section 3** A parent serving as an alternate who does not actually cast a vote during a program year will not be considered as having served a term and will be allowed to serve up to three terms as a Policy Council member, if and upon being elected.

**Section 4** The duties of the officers shall be those, which usually apply to the positions identified in "Roberts Rules of Order" and those of the Executive Committee of the Policy Council.



**Section 5** All Policy Council officers by virtue of their position serve as members of the Executive Committee. The officers are expected to attend monthly Policy Council and Executive Committee meetings and serve on the Standing Committees (Planning and Budget, and Screening Committees).

**Duties of Officers:**

**Chairperson:** The Chairperson shall preside at all Policy Council meetings. S/he shall by virtue of their office, serve as ex-officio member of all standing committees. S/he shall assist in the recommendation or selection of all subcommittee chairpersons, temporary or permanent, except for the Executive Committee. S/he shall appoint members of the Policy Council to serve on other committees and boards as needed.

**Vice-Chairperson:** The Vice-Chairperson shall preside at the Policy Council meeting in the absence of or the inability of the Chairperson to exercise the duties of his/her office. The Vice-Chair shall succeed to the position of the Chair if a vacancy occurs, becoming the Chair of the Policy Council with all rights, privileges, and powers except to change or modify rules made by the Chair. S/he shall perform other duties as are incidental to his/her office or as instructed by the Chair.

**Secretary:** The Secretary shall be responsible for taking the roll call at all of the meetings. The Secretary shall perform such duties as are incidental to his/her office or as instructed by the Chair.

**Assistant Secretary:** The Assistant Secretary shall assist the Secretary as needed with taking the roll call at the meetings. The Asst. Secretary shall perform such duties as are incidental to his/her office or as instructed by the Secretary.

**Treasurer:** The Treasurer shall give the program's fiscal and financial reports at the Policy Council monthly meetings. S/he shall serve as the Chair for the Planning and Budget Committee and shall perform such duties as are incidental to his/her office or as instructed by the Chair.

**ARTICLE V**  
**QUORUM**

**Section 1** There must be a quorum present to conduct official business. One-third (1/3) of the seated Policy Council members shall constitute a quorum. If a quorum is not present or expected within twenty minutes of the meeting's start time, the members who are present will decide by a majority of votes whether to continue with the meeting or reschedule the meeting.

**Section 2** The chairperson will be counted towards the quorum.

**Section 3** A 51% of members shall constitute a quorum for the all Ad-hoc, or Sub-committees of the Policy Council.

**ARTICLE VI**  
**VOTING PROCEDURES**

**Section 1** One-third (1/3) of the seated Policy Council members in attendance, at a duly constituted regular or special Policy Council meeting, shall represent the official action of the Policy Council.

**Section 2** Each member of the Policy Council shall have one (1) vote. ~~There shall be no proxy.~~ The Chair shall only have voting privileges in the event of a tie vote. A record of all Policy Council members entitled to vote shall be maintained by the Policy Council Secretary and made available at any meeting upon request by the members. Alternates will vote only during the absence of their elected voting representative as prescribed in Article III. A list of all alternate members shall be maintained by the Program's office.

**Section 3** Fifty-one percent (51%) of the votes cast shall determine if a motion passes or fails unless otherwise stated.

**Section 4** If an attempt to obtain quorum has been unsuccessful, electronic voting will be allowed as an acceptable form of voting. Electronic voting would be permissible for time-sensitive action items related to Early Head Start grant application or having a budgetary impact. Fifty-one percent (51%) of the seated Policy Council members must vote in order for an action item to pass or fail.

- Section 5** Election of Officers shall be held in October or as early as possible in the new program year following the organization of the Parent Committees. The election of new officers will occur immediately after the outgoing officers officially vacate their office.
- Section 6** Elections of officers will take place at the first organization meeting of the Policy Council. Only the voting Representatives shall participate in the election of officers. All officers shall be elected by roll call. The candidate receiving the highest number of votes cast shall be declared the winner.
- Section 7** A voting member can abstain from casting a vote if s/he is ambivalent about the action item, mildly disapproves of the action item without rising to the level of active disapproval or has a conflict of interest with the action item. If the abstention is a result of a conflict of interest, the member shall state his or her conflict for the record.

## ARTICLE VII VACANCIES AND REMOVAL OF MEMBERS

- Section 1** All vacancies shall be filled through election or temporary appointment within thirty (30) calendar days of the date the Policy Council officially declares a seat "vacant".
- Section 2** Vacancies of the Policy Council shall be filled by election or temporary appointment with a representative from the specific center wherein the vacancy occurs. Any representative filling a vacancy does so only for the remainder of the term of the Committee member being replaced.
- Section 3** No Policy Council representative shall serve in a temporary capacity for a period of more than two (2) months.
- Section 4** All Policy Council members shall be expected to attend meetings of the Policy Council on a regular basis. Any Policy Council member missing three (3) consecutive regular meetings during the program year shall be automatically removed from the Policy Council unless the absences are excused by the Chairperson and/or Secretary upon notification from the member or key management staff. The Secretary or key management staff shall notify the member, school, or organization of this action in writing within fifteen (15) days.
- Section 5** The member being removed from the Policy Council due to nonattendance shall have the right to appeal (in writing) the decision to the Policy Council within ten (10) days following notification of dismissal. A majority vote of members present at the next Committee meeting is required for reinstatement, provided the membership in attendance constitutes a quorum.
- Section 6** Any violation of the Policy Council Member's Code of Conduct shall be brought to the attention of the Committee in writing. Members of the Committee shall listen to all points of view prior to deciding whether or not to remove the Member from the Committee. A final decision by the committee will follow voting procedures as specified in Article VI, section 3.
- Section 7** Any member of the Policy Council may resign from their position at any time by providing the Policy Council with a written notice indicating the member's intention to resign and the effective date.

## ARTICLE VIII MEETINGS

- Section 1** Regular meetings of the Council shall be held on the third Wednesday at 5:30 p.m. via Zoom on the following months February, April, June, September, and November. In lieu of the October meeting, the Policy Council will receive a Head Start orientation. In lieu of the January meeting, the members will participate in an ethics training.
- Section 2** The members shall be notified by mail at least five (5) calendar days prior to the regular meeting.
- Section 3** The Chairperson, other officers, and key management staff may call a special meeting upon written request.

**Section 4** All members shall be notified of any Special meetings at least forty-eight (48) hours in advance. This notice shall state the purpose of the meeting, person(s) calling the meeting and should include information related to the agenda items.

**Section 5** The meetings of the Policy Council shall be conducted in general conformity with “Roberts Rules of Order” except as may otherwise be provided by these by-laws, or as the Committee may prescribe.

**Section 6** All Policy Council meetings shall be open to the public. Any citizen may participate in any meeting of the Policy Council as an observer or may petition the Policy Council to be placed on the agenda by completing and submitting the *Agenda Item Request Form* at least 7 calendar days prior to the meeting date.

## ARTICLE IX TRAVEL

**Section 1** To be considered for travel, a voting representative must be actively participating in the Policy Council. Travel will be on a voluntary basis.

**Section 2** All Policy Council members traveling must submit a written summary of the conference within five (5) days of their return, which will be distributed at the next regularly scheduled Policy Council meeting.

**Section 3** The traveling members must submit within five (5) days of their return, receipts for overnight lodging, boarding pass, registration, luggage cost, transportation, etc.

## ARTICLE X MEETING AND TRAVEL ALLOWANCES

**Section 1** Reimbursements: In accordance with [Head Start Program Performance Standards 1301.3\(e\)](#), reimbursement payment is made to cover the cost of certain expenses incurred as a result of attending meetings, trainings and activities in the performance of other official duties and responsibilities in connection with the Program shall be made eligible to Early Head Start parents who are members of the Policy Council in the following manner:

1. Even if no quorum is achieved, a meeting is considered to have taken place when proper notification was made inviting the participants to attend.
2. Policy Council Representatives, Executive Committee, and Subcommittee members with family income that falls below Health and Human Services poverty guidelines will be eligible to request reimbursement for reasonable expenses incurred for their participation in Council meetings and activities. Reasonable expenses incurred shall be considered for paid transportation, for the purchase of gasoline, etc.
3. Reimbursement may be made for transportation to and from official appointments by the least expensive, convenient means of transportation. Mileage allowance shall be computed in accordance with the Early Learning Coalition of Miami-Dade/Monroe Travel Policy. This allowance is limited to ~~only the voting and nonvoting representatives (alternates) parents~~ only the voting and nonvoting representatives (alternates) parents serving on the Policy Council, and alternates attending a Policy Council meeting on behalf of a Policy Council Representative, or a Policy Council parent or an alternate member serving on a sub-committee. Parent Committee members selected to serve on Sub-Committees of the Policy Council. To ensure parents are eligible to receive reimbursement family status and income eligibility will be verified for all Policy Council representatives requesting reimbursement.
4. Travel expenses for out-of-town meetings, conferences, and trainings shall comply with the Early Learning Coalition Miami-Dade/Monroe Travel Procedures.
5. Other expenses such as calls made on a private telephone will not be allowed as reimbursement expenses.
  6. Childcare expenses, when not provided by the program, will be paid at the rate of minimum wage for the number of hours plus half-hour to and half-hour from the meeting.

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## ARTICLE XI COMMITTEES

**Section 1** The following standing committees shall exist:

Executive Committee: The Executive Committee shall be comprised of the Policy Council officers. The Executive Committee will be authorized to transact Policy Council business between meetings of the full Policy Council. In cases of emergencies, items approved will be subject to ratification at the regularly scheduled meeting.

**Subsection 1** In the event the Policy Council is unable to convene, the Executive Committee shall transact the business of the Policy Council, to be ratified at the next regular or special Policy Council meeting.

**Subsection 2** The Executive Committee shall assist the Policy Council in the formation of planning and shall serve to make recommendations to the Policy Council. The Executive Committee shall assist the Policy Council Chairperson in making recommendations for the election of the Sub-Committee Chair. The standing and/or subcommittees shall meet monthly or as frequently deemed necessary by the Chairperson, its members, and key management staff. The Executive Committee shall be assisted by the Program's Management team and other key staff.

Finance Committee: The Finance Committee's responsibilities include reviewing financial reports, approving and/or disapproving budgets, providing program recommendations, and feedback on the grant application budget.

Enrollment and Attendance Committee: The Enrollment and Attendance Committee's responsibilities include reviewing the monthly enrollment and attendance reports, providing recommendations on the annual Recruitment and Selection Plan, reviewing and approving over-income applications, and providing recommendations of where services are needed, including location for program operation as stipulated by the Community Needs Assessment.

Nutrition Committee: The Nutrition Committee's responsibilities include the reviewing monthly nutrition reports, providing input on the menu on an annual basis, and provide recommendations on initiatives that will promote healthy eating and lifestyle among children, families and staff.

Program and School Readiness Goals Committee: The Program and School Readiness Goals Committee will participate in the development of the 5-year Program and School Readiness Goals Committee, review the progress of the goals on an annual basis.

Ad Hoc Committees: The Chairperson of the Policy Council shall create an Ad Hoc Committees as deemed necessary to promote the objectives of the Policy Council. Ad Hoc Committee, such as Evaluation Committee or Community Complaint Committee, may be established to set up lines of communication between parents and the community and to assist in the Program's objectives. Such Committees shall be terminated upon completion of their assigned tasks. The Chairperson shall be an ex-officio member of all Committees except for the Nominating Committee, if such a Committee is established, at any point in time.

Each alternate representative ~~shall~~ may be given the opportunity to serve on at least one standing committee or subcommittee of the Policy Council.

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## ARTICLE XII COMMITTEE REPRESENTATION AND TRAINING

Opportunities will be provided for Policy Council members to participate in leadership skill trainings. The purpose of such action is to provide opportunities for skill development, participation in community-related activities, and support the decision-making process for the Policy Council.

**Section 1** An annual orientation on the Head Start Performance will be offered to Policy Council members. The training will occur in October.

**Section 2** An annual training on the applicable federal regulations and program policies and procedures related to eligibility determination. The training will occur in October.

**Section 3** An annual training on ethics and Sunshine Statutes, as defined in Florida Statutes, §§ 112.313, 112.3135, and 112.3143, will be offered to the Policy Council. The training will occur in January.

### ARTICLE XIII AMENDMENTS

**Section 1** The Policy Council shall be guided by these by-laws for the conduct of its business and for carrying out the purpose of the Council.

**Section 2** These by-laws may be adopted and amended at any meeting of the Policy Council by a two-thirds ( $\frac{2}{3}$ ) vote of the members present, provided a quorum exists.

**Section 3** Notice of all proposed amendments shall be emailed to each Policy Council member at least five (5) days prior to the meeting where such amendments are to be considered for adoption.

### ARTICLE XIV INTERNAL DISPUTE RESOLUTION

The Policy Council will adhere to the Internal Dispute Procedures outlined in the Program's Policies and Procedures for resolving internal disputes, including impasse procedures between the governing body and policy group. The Policy Council will adhere to the Program's Internal Dispute and Impasse Procedures between the governing board and the policy group.

### ARTICLE XV RULES OF ORDER

The rules contained in "Robert's Rules of Order" shall govern the Policy Council in all cases to which they are applicable and in which they are consistent with the Policy Council By-laws.

### ARTICLE XVI APPLICABILITY

Nothing in these By-laws may be constructed or applied in a manner to contravene applicable local, state, or federal funding source policies or laws.

### ARTICLE XVII APPROVAL OR DISAPPROVAL RESPONSIBILITIES

**Section 1** The Policy Council must at a minimum approve or disapprove items specified in Head Start Act Sec.642(c)(2)(D).

**Section 2** Within thirty (30) days after a new Policy Council is seated, the Bylaws will be distributed to members for review. Members proposing changes to the Bylaws must submit their proposed changes within 30 days of the Bylaws being distributed. If no proposed changes are submitted, no further action will be taken.

**Section 3** Any proposed changes to the Bylaws during the term will be presented at the next scheduled Policy Council meeting after review and approval for legal sufficiency by the Committee's legal counsel.

### ARTICLE XVIII CONSENT AGENDA

**Section 1** Routine, procedural, informational, and self-explanatory non-controversial items that require no discussion or debate may be grouped on the agenda under the title of Consent Agenda.

- Section 2** A Policy Council member may make a single motion to approve all of the items listed under the Consent Agenda after allowing members the opportunity to request that a specific item be moved to the full agenda for individual attention.
- Section 3** Documentation for consent items must be provided to the Policy Council prior to meetings so that members feel confident that their vote reflects attention to their duty of care.
- Section 4** Prior to voting, Policy Council members are encouraged to ask questions related to Consent Agenda items.
- Section 5** If, prior to voting, it is determined that an item on the Consent Agenda portion of the agenda actually requires an individual action, decision, or discussion that item should be removed from the Consent Agenda portion of the agenda and added to the full agenda.
- Section 6** Any Policy Council member can request that an item be moved to the full agenda.
- Section 7** A vote on the single motion applies to all the items on the Consent Agenda portion of the agenda.

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## ARTICLE XIX CONDUCT

The activities of the Policy Council shall be governed by the Code of Ethics for Public Officers and Employees, as defined in Florida Statutes, §§ 112.313, 112.3135, and 112.3143.

Policy Council members must conduct duties in a fair and ethical manner according to the code of conduct set below:

**Section 1** Decision Making

- May not accept gifts and/or gratuities that will influence the fair execution of duties and decisions.
- Will support and participate in a teamwork approach to decision-making.
- Will listen to all points of view before deciding, respect the comments made by all members, and represent the interests of the Early Head Start children.

**Section 2** Conduct

- Are prohibited from using their position on the Policy Council for purposes that are, or give the appearance of being, motivated by a desire for private gain for themselves or others, such as those with family, business, or other ties.
- Will conduct themselves in a respectful manner when addressing other Policy Council members, the Governing Board and staff of the Early Learning Coalition of Miami-Dade/Monroe, childcare partner staff, families participating in the program, and when representing the Policy Council at other community organizations.
- Will respect and promote the unique identity of each child, family, employee, Policy Council, and Governing Board member and refrain from stereotyping on the basis of gender, race, ethnicity, culture, religion, LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer), or disability.

**Section 3** Confidentiality/Sensitive items

- Must uphold confidentiality standards. Members will refrain from discussing individual and/or personal information regarding any child or family.
- Will respond to grievances or complaints by parents or the public by referring parties to the appropriate program staff.



## Early Learning Coalition Policy Council Meeting

April 16, 2025

**Resolution: 04162025-05**

**Action Requested:** Approve and authorize the President and CEO to submit a request to the Office of Head Start to reduce the number of Early Head Start slots by 64 for the 2025-2026 program year.

**Fiscal Impact:** \$594,595.84

**Funding Source:** U.S. Department of Health and Human Services, Administration for Children and Families.

**Strategic Goal:**

Infants and Toddlers

Providers

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**Resolution: 04162025-05**

**APPROVE AND AUTHORIZE THE PRESIDENT AND CEO TO SUBMIT A REQUEST TO THE OFFICE OF HEAD START TO REDUCE THE NUMBER OF EARLY HEAD START SLOTS BY 64 FOR THE 2025-2026 PROGRAM YEAR.**

WHEREAS, the Early Head Start Policy Council has been apprised of the program goals through the attached narrative, hereby incorporated by reference, and the Early Head Start Policy Council is in agreement with the goals described therein;

WHEREAS, the Early Head Start Policy Council recommends approving this action;

NOW, THEREFORE, be it resolved that the Early Head Start Policy Council shall approve and authorize the President and CEO to submit a request to the Office of Head Start to reduce the number of Early Head Start slots by 64 for the 2025-2026 program year.

The foregoing resolution and attachment was offered by , who moved its approval. The motion was seconded by , and upon being put to a vote, the vote was as follows: members in favor and opposed.

The chairperson thereupon declared this resolution duly passed and adopted this 16 of April, 2025.

EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC,

By: \_\_\_\_\_ [Secretary's Signature]

[Secretary Name Engl and Sp]], Policy Council Secretary

## Background

Early Head Start intends to submit a request to the Office of Head Start for approval to reduce its current enrollment by 64 slots while maintaining existing funding levels. Although the program has received a 22.5% funding increase over the past decade (comprising a 19% cost-of-living adjustment and a 3.5% quality improvement allocation), this increase is substantially lower than the approximately 139% rise (per the Consumer Price Index) in Miami-Dade's cost of living during the same timeframe. The Miami-Dade Consumer Price Index shows a notable upward trend in 2020. COVID funding from the Office of Head Start provided essential financial support to the program and its partners during this period of economic challenges. Despite maintaining a balanced budget, the program acknowledges the evident financial strain on its partners and the potential risk to certain program initiatives and support with playground installation. Similarly, securing funding to support partners in complying with new regulations has become progressively difficult.

Approval of the slot reduction will not disrupt the current partners or children. Two partners have elected to terminate their partnership with the program. Children previously enrolled at these centers have been successfully transferred to available slots at alternative locations. The proposed slot reduction will be implemented by reducing the slots relinquished by these two partners. The program will request that the slot reduction begin August 1, 2025.

The proposed slot reduction will yield an approximate 4.94% budgetary margin on the overall budget. This amount will enable the program to increase the partner's monthly child rate by 6.51%. The rate adjustment would facilitate partners increasing teacher salaries and paying teachers 11 holidays and 5-day vacations. Additionally, the funds will allow the program to strengthen the intensive teacher coaching and increase the number of teachers certified in Best Practices in Inclusive Early Childhood Education (BPIECE). The funds will enable the program to continue assisting partners with the installation of safe playground equipment and support with the maintenance cost of the equipment. This funding will allow the program to increase stipends for teachers attending mandatory weekend and evening trainings, aligning with required partner wage increases. Finally, this funding will also support partners with new lead inspection, remediation, or abatement regulations.

Head Start Act Sec. 640(g)(3) and ACF-IM0HS-22-09



**Early Head Start  
Slot Reduction Budget**

**Sub-section A: Budget**

Applicant Name: Early Learning Coalition of Miami-Dade/Monroe

Award Number: 04HP000569-02

**Budget Information - Non Construction Programs**

<b>Section A - Budget Summary</b>						
Grant Program Function or Activity  (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1 Early Head Start: Program Operations	93.6			\$ 12,084,479	\$ 1,009,847	\$ 13,094,326
2 Early Head Start: TTA	93.6			\$ 232,374		\$ 232,374
3 Cost of Living Adjustment (COLA)	93.6					\$ -
4						\$ -
5 Totals		\$ -	\$ -	\$ 12,316,853	\$ 1,009,847	\$ 13,326,700

**SF-424A**

Prescribed by OMB Circular A-102

<b>Section B - Budget Categories</b>					
6 Object Class Categories	Grant Program, Function or Activity				Total (5)
	-1 Early Head Start: Program Operations	-2 Early Head Start: TTA	-3 Cost of Living Adjustment (COLA)	-4	
a. Personnel	\$ 3,307,323	\$ -			\$ 3,307,323
b. Fringe Benefits	\$ 1,102,394	\$ -			\$ 1,102,394
c. Travel		\$ 18,780			\$ 18,780
d. Equipment	\$ 51,825	\$ -			\$ 51,825
e. Supplies	\$ 193,276	\$ 875			\$ 194,151
f. Contractual	\$ 7,045,035	\$ 193,285			\$ 7,238,320
g. Construction		\$ -			\$ -
h. Other	\$ 384,626	\$ 19,434			\$ 404,060
i. Total Direct Charges (sum of 6a-6h)	\$ 12,084,479	\$ 232,374			\$ 12,316,853
j. Indirect Charges	\$ -	\$ -			\$ -
k. Totals (sum of 6i-6j)	\$ 12,084,479	\$ 232,374			\$ 12,316,853
7 Program Income					\$0

Section II: Budget and Budget Justification Narrative

<b>Section C - Non-Federal Resources</b>					
(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	(e) Totals	
8 Early Head Start: Program Operations	\$ 1,009,847			\$ 1,009,847	
9 Early Head Start: TTA	\$ -			\$ -	
10				\$ -	
11				\$ -	
12 <b>Total</b> (sum of lines 8 - 11)	\$ 1,009,847	\$ -	\$ -	\$ 1,009,847	
<b>Section D - Forecasted Cash Needs</b>					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th quarter
13 Federal	\$ 12,316,853	\$3,079,213	\$3,079,213	\$3,079,211	\$3,079,214
14 Non-Federal	\$ 1,009,847	\$252,462	\$252,462	\$252,460	\$252,463
15 <b>Total</b> (sum of lines 13 and 14)	\$13,326,700	\$3,331,675	\$3,331,675	\$3,331,671	\$3,331,677
<b>Section E - Budget Estimates of Federal Funds Needed for Balance</b>					
(a) Grant Program	Future Funding Periods (Years)				
	(b) First	(c) Second	(d) Third	(e) Fourth	
16					
17					
18					
19					
20 <b>Total</b> (sum of lines 16-19)	\$0	\$0	\$0	\$0	
<b>Section F - Other Budget Information</b>					
21. Direct Charges		22. Indirect Charges			
23. Remarks					

## January 2025 Expenditure Report

### Early Learning Coalition of Miami-Dade/ Monroe

### Early Head Start

January 2025

Expense Category	Budget	Monthly Expenses	Actual YTD Expenses	Remaining Balance	YTD Percentage
a - Personnel	3,115,356.00	340,569.26	1,470,897.70	1,644,458.30	47.21%
b - Fringe	1,085,695.00	95,291.77	521,635.06	564,059.94	48.05%
d - Equipment	32,752.00	18,546.33	18,546.33	14,205.67	56.63%
e - Supplies	175,389.00	2,693.34	95,911.30	79,477.70	54.68%
<b>f - Contractual-Child Care Services</b>	<b>6,416,006.00</b>	<b>495,367.32</b>	<b>2,941,399.04</b>	<b>3,474,606.96</b>	<b>45.84%</b>
f - Contractual-Contractual Services	722,813.00	75,166.83	361,837.81	360,975.19	50.06%
h - Other	536,468.00	25,980.84	293,546.35	242,921.65	54.72%
<b>TTA Total Expenses (c - Travel &amp; h - Other)</b>	<b>232,374.00</b>	<b>7,014.40</b>	<b>62,869.01</b>	<b>169,504.99</b>	<b>27.06%</b>
<b>Total Expenses</b>	<b>12,316,853.00</b>	<b>1,060,630.09</b>	<b>5,766,642.60</b>	<b>6,550,210.40</b>	<b>46.8%</b>

Term	Definition
Fiscal Year	August 1, 2024- July 31, 2025
YTD	Year to Date
Budget	The amount the program has to spend.
Forecast Expenses	The amount the program expects to spend.
Actual YTD Expenses	The total amount spent through the month being reported.
Surplus	Spending is less than what is budgeted. There are excess funds left.
Deficit (-)	Spending is more than what is budgeted. There are insufficient funds left.
YTD Percentage	The percent of the budget used through the month being reported.

### January 2025 Credit Card Report

Dist. Code	Transaction Date	AMEX Description	Traveler	ELC Description	Amount
520EHT	1/1/2025	Travel & Lodging	EHS Staff	Lodging and Airfare for 2 staff to attend Region IV Head Start Association Conference.	\$1,715.46
520EHT	1/1/2025	Travel & Lodging	EHS Staff	Lodging for 1 staff member to attend NHSA Leadership Conference.	\$897.45
<b>Total:</b>					<b>\$2,612.91</b>

## February 2025 Expenditure Report

### Early Learning Coalition of Miami-Dade/ Monroe

#### Early Head Start

February 2025

Expense Category	Budget	Monthly Expenses	Actual YTD Expenses	Remaining Balance	YTD Percentage
a - Personnel	3,115,356.00	236,265.24	1,707,162.94	1,408,193.06	54.80%
b - Fringe	1,085,695.00	87,683.53	609,298.04	476,396.96	56.12%
d - Equipment	32,752.00	160.12	18,706.45	14,045.55	57.12%
e - Supplies	175,389.00	35,162.23	131,073.53	44,315.47	74.73%
<b>f - Contractual-Child Care Services</b>	<b>6,416,006.00</b>	<b>445,867.28</b>	<b>3,387,266.32</b>	<b>3,028,739.68</b>	<b>52.79%</b>
f - Contractual-Contractual Services	722,813.00	44,610.46	406,448.27	316,364.73	56.23%
h - Other	536,468.00	25,093.11	319,708.30	216,759.70	59.60%
<b>TTA Total Expenses (c - Travel &amp; h - Other)</b>	<b>232,374.00</b>	<b>2,535.94</b>	<b>65,404.95</b>	<b>166,969.05</b>	<b>28.15%</b>
<b>Total Expenses</b>	<b>12,316,853.00</b>	<b>877,377.91</b>	<b>6,645,068.80</b>	<b>5,671,784.20</b>	<b>54.0%</b>

Pie chart showing planned expenses for various categories is in this cell.

Term	Definition
Fiscal Year	August 1, 2024- July 31, 2025
YTD	Year to Date
Budget	The amount the program has to spend.
Forecast Expenses	The amount the program expects to spend.
Actual YTD Expenses	The total amount spent through the month being reported.
Surplus	Spending is less than what is budgeted. There are excess funds left.
Deficit (-)	Spending is more than what is budgeted. There are insufficient funds left.
YTD Percentage	The percent of the budget used through the month being reported.

### February 2025 Credit Card Report

Dist. Code	Transaction Date	AMEX Description	Traveler	ELC Description	Amount
520EHT	2/28/2025	Travel & Lodging	EHS Staff	Lodging for 2 staff to attend Region IV Head Start Association Conference.	\$1,231.08
520EHT	2/28/2025	Travel & Lodging	EHS Staff	Lodging and Airfare for 1 staff to attend 39th National Child Conference.	\$345.35
<b>Total:</b>					<b>\$1,576.43</b>

## February 2025 Meal Report

Center	Breakfast		Lunch		Snack	
	# of Meals	% of Meals	# of Meals	% of Meals	# of Meals	% of Meals
7 Heaven Learning Center	445	89%	493	99%	450	90%
B&G Preschool	668	100%	668	100%	668	100%
BOLA Childcare & Learning Center	262	99%	264	100%	264	100%
Children Of The New Sun Academy	366	100%	366	100%	355	97%
GBilly Jr	668	100%	667	100%	667	100%
It's A Small World Academy II	137	100%	137	100%	137	100%
It's A Small World II (L.C.)	374	100%	374	100%	373	100%
It's A Small World VII	843	100%	843	100%	843	100%
K.K.L.B. Learning Center, Inc	167	100%	167	100%	167	100%
Kids Small World Learning Center	407	79%	514	100%	487	95%
Kinderkids Academy III	617	95%	642	99%	601	93%
Lincoln Marti - 102	340	87%	389	100%	386	99%
Lincoln Marti - 450	811	77%	1,046	100%	867	83%
Lincoln Marti - 905	233	91%	257	100%	236	92%
Lincoln Marti - 940	379	99%	380	100%	368	97%
Little Red School House	280	100%	279	100%	279	100%
Lord's Learning Center, Inc.	246	100%	247	100%	245	99%
Miami Gardens Learning Center	346	99%	347	100%	338	97%
My Little Angels Day Care Center	526	99%	526	99%	486	91%
Naranja Prep Academy Annex	194	100%	194	100%	194	100%
New Aladdin Learning Center	590	93%	634	100%	629	99%
Rainbow Intergenerational	652	97%	667	99%	644	96%
Springview Academy Of Hialeah	634	100%	634	100%	632	100%
Step Above Academy	249	95%	258	98%	230	88%
Sunshine Preschool	784	100%	784	100%	783	100%
Tiny Tykes	393	100%	393	100%	393	100%
<b>Early Learning Coalition of Miami-Dade/Monroe</b>	<b>11,166</b>	<b>91%</b>	<b>11,677</b>	<b>96%</b>	<b>11,272</b>	<b>92%</b>

### March 2025 Meal Report

Center	Breakfast		Lunch		Snack	
	# of Meals	% of Meals	# of Meals	% of Meals	# of Meals	% of Meals
7 Heaven Learning Center	494	88%	552	99%	511	91%
B&G Preschool	634	100%	634	100%	634	100%
BOLA Childcare & Learning Center	252	100%	252	100%	252	100%
Children Of The New Sun Academy	396	100%	396	100%	394	99%
GBilly Jr	656	100%	656	100%	656	100%
It's A Small World Academy II	114	100%	114	100%	114	100%
It's A Small World II (L.C.)	426	100%	426	100%	424	100%
It's A Small World VII	735	100%	735	100%	735	100%
K.K.L.B. Learning Center, Inc	178	100%	178	100%	178	100%
Kids Small World Learning Center	117	71%	163	99%	152	93%
Kinderkids Academy III	489	93%	524	99%	504	95%
Lincoln Marti - 102	266	82%	320	98%	297	91%
Lincoln Marti - 450	760	73%	1,040	100%	901	87%
Lincoln Marti - 905	220	92%	239	100%	220	92%
Lincoln Marti - 940	352	99%	355	100%	337	95%
Little Red School House	319	100%	319	100%	319	100%
Lord's Learning Center, Inc.	245	100%	244	100%	237	97%
Miami Gardens Learning Center	298	93%	311	97%	306	95%
My Little Angels Day Care Center	440	100%	437	99%	420	95%
Naranja Prep Academy Annex	227	100%	227	100%	227	100%
New Aladdin Learning Center	592	89%	665	100%	659	99%
Rainbow Intergenerational	714	98%	726	99%	706	97%
Springview Academy Of Hialeah	640	100%	642	100%	637	99%
Step Above Academy	213	91%	235	100%	216	92%
Sunshine Preschool	827	100%	827	100%	827	100%
Tiny Tykes	418	100%	418	100%	418	100%
<b>Early Learning Coalition of Miami-Dade/Monroe</b>	<b>10,528</b>	<b>90%</b>	<b>11,083</b>	<b>95%</b>	<b>10,770</b>	<b>92%</b>



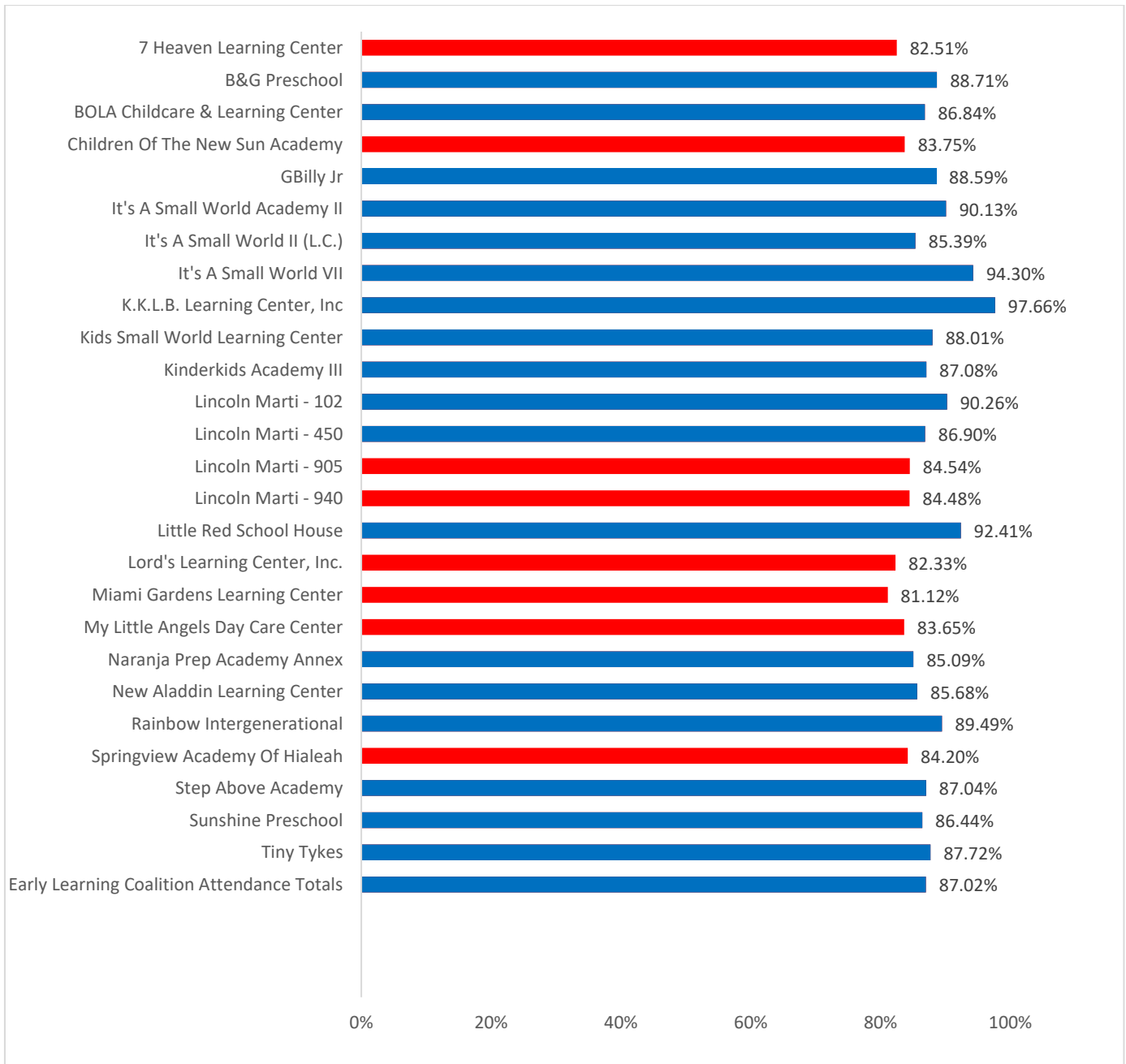
## February 2025 Enrollment Report

Center	Funded Enrollment	Actual Enrollment	Vacancies
7 Heaven Learning Center	32	32	0
B&G Preschool	40	40	0
BOLA Childcare & Learning Center	16	16	0
Children of the New Sun Academy	24	24	0
GBilly Jr.	40	40	0
It's A Small World Academy II	8	8	0
It's A Small World II	24	23	1
It's A Small World VII	48	48	0
K.K.L.B. Learning Center, Inc.	10	9	1
Kids Small World Learning Center	32	31	1
Kinderkids Academy III	40	39	1
Lincoln Marti - 102	24	24	0
Lincoln Marti - 450	64	62	2
Lincoln Marti - 905	16	16	0
Lincoln Marti – 940	24	24	0
Little Red School House	16	16	0
Lord's Learning Center, Inc.	16	16	0
Miami Gardens Learning Center	24	24	0
My Little Angels Day Care Center	32	32	0
Naranja Prep Academy Annex	12	12	0
New Aladdin Learning Center	40	40	0
Rainbow Intergenerational	40	39	1
Springview Academy of Hialeah	40	40	0
Step Above Academy	16	15	1
Sunshine Preschool	48	48	0
Tiny Tikes	24	24	0
<b>Total:</b>	<b>750</b>	<b>742</b>	<b>8</b>

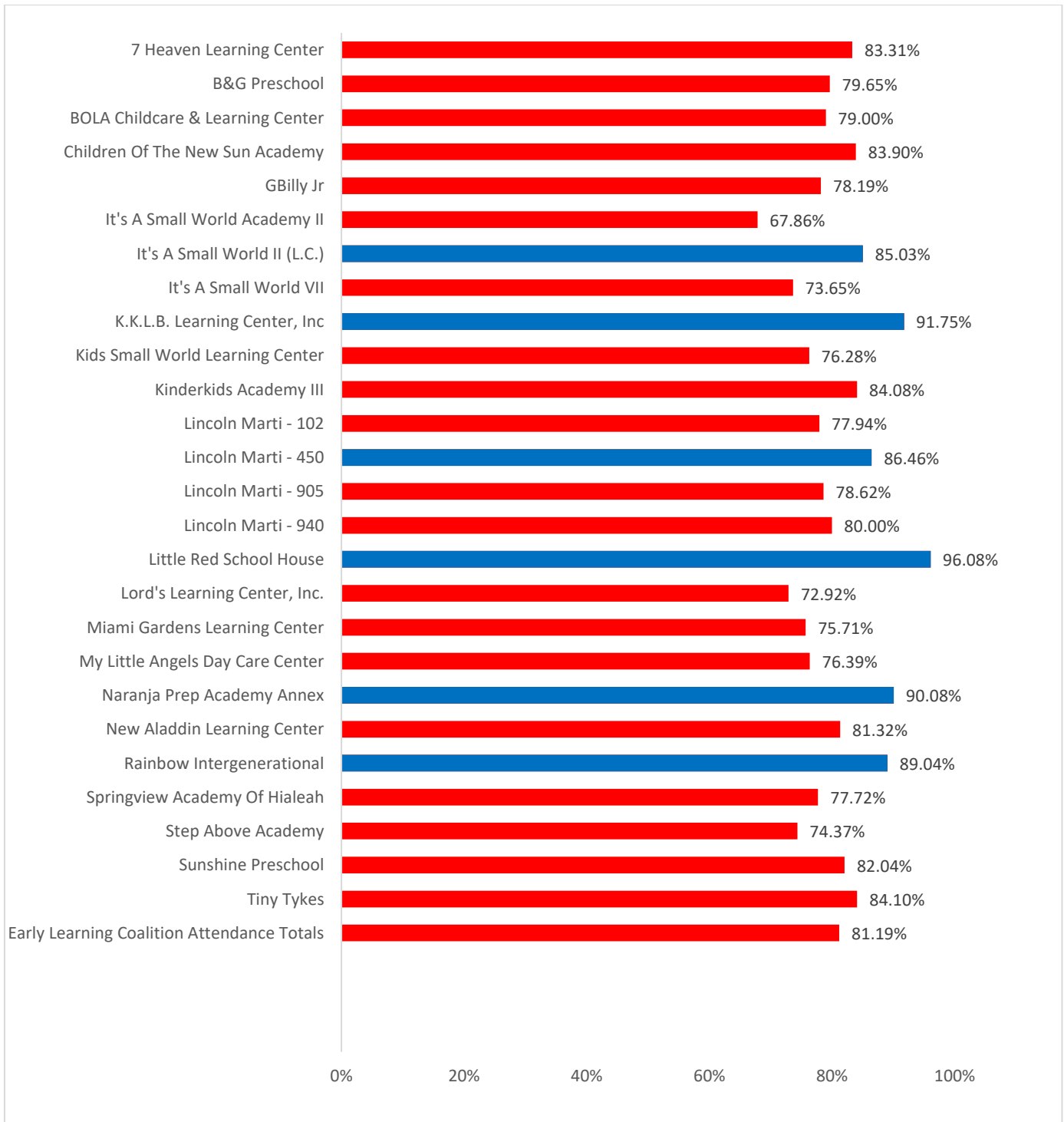
## March 2025 Enrollment Report

Center	Funded Enrollment	Actual Enrollment	Vacancies
7 Heaven Learning Center	32	32	0
B&G Preschool	40	40	0
BOLA Childcare & Learning Center	16	15	1
Children of the New Sun Academy	24	24	0
GBilly Jr.	40	40	0
It's A Small World Academy II	8	8	0
It's A Small World II	24	23	1
It's A Small World VII	48	48	0
K.K.L.B. Learning Center, Inc.	10	9	1
Kids Small World Learning Center	32	0	32
Kinderkids Academy III	40	39	1
Lincoln Marti - 102	24	24	0
Lincoln Marti - 450	64	62	2
Lincoln Marti - 905	16	16	0
Lincoln Marti – 940	24	24	0
Little Red School House	16	16	0
Lord's Learning Center, Inc.	16	16	0
Miami Gardens Learning Center	24	23	1
My Little Angels Day Care Center	32	32	0
Naranja Prep Academy Annex	12	12	0
New Aladdin Learning Center	40	40	0
Rainbow Intergenerational	40	39	1
Springview Academy of Hialeah	40	40	0
Step Above Academy	16	14	2
Sunshine Preschool	48	48	0
Tiny Tikes	24	23	1
<b>Total:</b>	<b>750</b>	<b>707</b>	<b>43</b>

## February 2025 Attendance Report



## March 2025 Attendance Report



# Program Goal #1

Baseline application			Year 1- Status	
Agency Strategic Priority Initiative	Program Goal	Measurable Objective	Progress/Outcomes	Challenges
Provide enhanced resources to children with special needs	The program will increase teacher understanding of best practices for children with developmental delays and social-emotional concerns through targeted trainings and coaching.	<u>Objective 1:</u> Annually 20 teachers will complete trainings that meet all the mental health competencies developed by The Michigan Association for Infant Mental Health Endorsement.	Despite challenges such as staff turnover and the loss of a childcare partner, the program proactively enrolled a larger cohort of teachers at the outset, anticipating potential staffing changes. This strategic approach has allowed the program to stay on track toward achieving the objective. Additionally, having trained teachers who left has a positive impact on the early childhood community because the teachers who left can use their knowledge in other non-EHS classrooms. The program originally began with a cohort of 27 teachers and 2 owners. Currently, the program has 21 teachers and 2 owners in the cohort. Four (4) of the 21 teachers have completed all of the competencies. The remaining 17 teachers and 2 owners are on track to complete all competencies on or before the end of the first project period, July 31, 2025.	One of the primary challenges in meeting our objective of having 20 teachers annually complete trainings that align with the mental health competencies developed by The Michigan Association for Infant Mental Health Endorsement has been staff turnover. Throughout the year, we have lost several teachers from the cohort due to staffing changes as well as one of our childcare partners decided not to continue with the program. As a result, this has impacted overall participation and reduced the number of eligible teachers in the training cohort.
		<u>Objective 2:</u> Annually 4 teachers will become certified in Best Practices in Inclusive Early Childhood Education (BPIECE).	The EHS program successfully certified 2 teachers for the 2024-2025 Program Year. While two additional teachers were in training, unforeseen resignations prevented them from completing the BPIECE certification. However, one more teacher is actively working toward certification, ensuring continued excellence in our program.	One of the biggest challenges facing the EHS program is high teacher turnover. Too often, educators leave before completing the certification process.

# Program Goal #2

Baseline application			Year 1- Status	
Agency Strategic Priority Initiative	Program Goal	Measurable Objective	Progress/Outcomes	Challenges
Parent engagement and Enhance service for infants and toddler	The program will educate parents on the importance of health-related care and the role parents play in ensuring their children receive regular medical and dental care.	<u>Objective 1:</u> Annually well-baby compliance will increase by 10% from the previous year.	At the end of the 2023-2024 program year, the program's well-baby compliance was 45%. This is the baseline for the program to meet this objective.	For a well-baby to be in compliance, lead and hemoglobin results must be included at 12 and/or 24 months. Ensuring lead and hemoglobin screenings are completed for all eligible children remains challenging. Families may be unaware of the requirements or may not follow through when referred to a lab facility.
		<u>Objective 2:</u> Every quarter the program will provide at least three forms of correspondence or activity to increase parents' awareness of the importance of consistent medical and dental care for infants and toddlers.	Families received weekly health blasts via text and/or email regarding the importance of medical and dental care. These messages are sent in simple language to improve understanding. During Q1: Health correspondences were sent to individual families. Topics included: Guidance on upper respiratory issues, and oral health. Q2: Four weeks of mass correspondence were sent educating parents and hemoglobin and lead. Q3: Four weeks of mass correspondence were sent educating parents on early oral health care.	
		<u>Objective 3:</u> Five times annually, the program will increase community awareness of the Early Head Start health requirements by providing written or verbal information to medical providers, clinics, or agencies.	The primary opportunity for sharing Early Head Start health requirements has been through consortium meetings. While the information shared is general, it helps increase awareness. On February 24, 2025, during the WIC Advisory Committee meeting, we had a behind-the-scenes session with WIC, where we met with a pediatrician from Pediatric Associates. We shared Early Head Start health requirements and highlighted the challenge of lead and hemoglobin screening.	Limited opportunities for direct engagement with medical providers and agencies make it difficult to convey detailed requirements. Direct access and opportunities to schedule a meeting with medical providers are slow or nonexistent since medical providers are unresponsive. An on-staff pediatrician previously facilitated connections with medical providers; however, since her departure, connecting with pediatricians has become increasingly difficult.

# School Readiness Goals

Goal	0-12 months baseline	13-24 months baseline	25-36 months baseline
Goal 1 (Social and Emotional Domain): Children will develop emotional awareness and establish positive relationships and interactions with adults and others.	At least 97% of infants will meet or exceed the objective.	At least 92% of the young toddlers will meet or exceed the objective.	At least 89% of the older toddlers will meet or exceed the objective.
Goal 2 (Language and Communication): Children will demonstrate verbal and non-verbal receptive and expressive skills, and will demonstrate emerging literacy skills	At least 92% of infants will meet or exceed the objective.	At least 79% of the young toddlers will meet or exceed the objective.	At least 78% of the older toddlers will meet or exceed the objective.
Goal 3 (Approaches Towards Learning): Children will learn to manage emotions and actions, and develop a sense of belonging, curiosity, and eagerness in exploring the world around them.	At least 97% of infants will meet or exceed the objective.	At least 92% of the young toddlers will meet or exceed the objective.	At least 84% of the older toddlers will meet or exceed the objective.
Goal 4 (Cognition): Children will develop a sense of numbers and spatial awareness by using all of their senses to investigate their environment to discover how things work, recognize patterns and engage in symbolic play.	At least 97% of infants will meet or exceed the objective.	At least 91% of the young toddlers will meet or exceed the objective.	At least 87% of the older toddlers will meet or exceed the objective.
School Readiness 5 (Perceptual, Motor, and Physical Development): Children will develop perceptual coordination, demonstrate control of large and small muscles to move, interact with their environment, and will demonstrate increasing independence.	At least 95% of infants will meet or exceed the objective.	At least 82% of the young toddlers will meet or exceed the objective.	At least 87% of the older toddlers will meet or exceed the objective.



# 2023-2024

## Early Head Start Annual Report

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### A Year in Review



**OFFICE OF HEAD START**

An Office of the Administration for Children & Families





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## SUMMARY

The 2023-2024 program year concluded the 2019-2024 5-year project period. Over the past five years, the program concentrated on three primary goals: expanding the selection pool of eligible children within the community, enhancing teacher motivation and self-efficacy through peer training and coaching, and establishing a comprehensive wellness program to foster healthy lifestyle choices among parents, children, and staff. These goals resulted in several key advancements. First, an online application was launched, simplifying the application process. Second, teachers were empowered to become peer trainers. Third, a curriculum focused on promoting healthy habits in children was implemented. Fourth, supportive breastfeeding environments were created at partner sites. Finally, families received education on healthy lifestyle practices.

While consistently delivering comprehensive services to over 1,200 infants and toddlers, the program achieved two notable accomplishments in 2023-2024. Notably, the program served the highest percentage of children with a diagnosed disability. To ensure partners were equipped with the knowledge and structure for offering an inclusive setting, the program required all partners to obtain Best Practices in Inclusive Early Childhood Education (BPIECE) certification. Professional Development Days then provided teachers with training on resources for children with developmental concerns, benefits of an inclusive environment, disability-related laws, and personal beliefs and values regarding disabilities and inclusion.

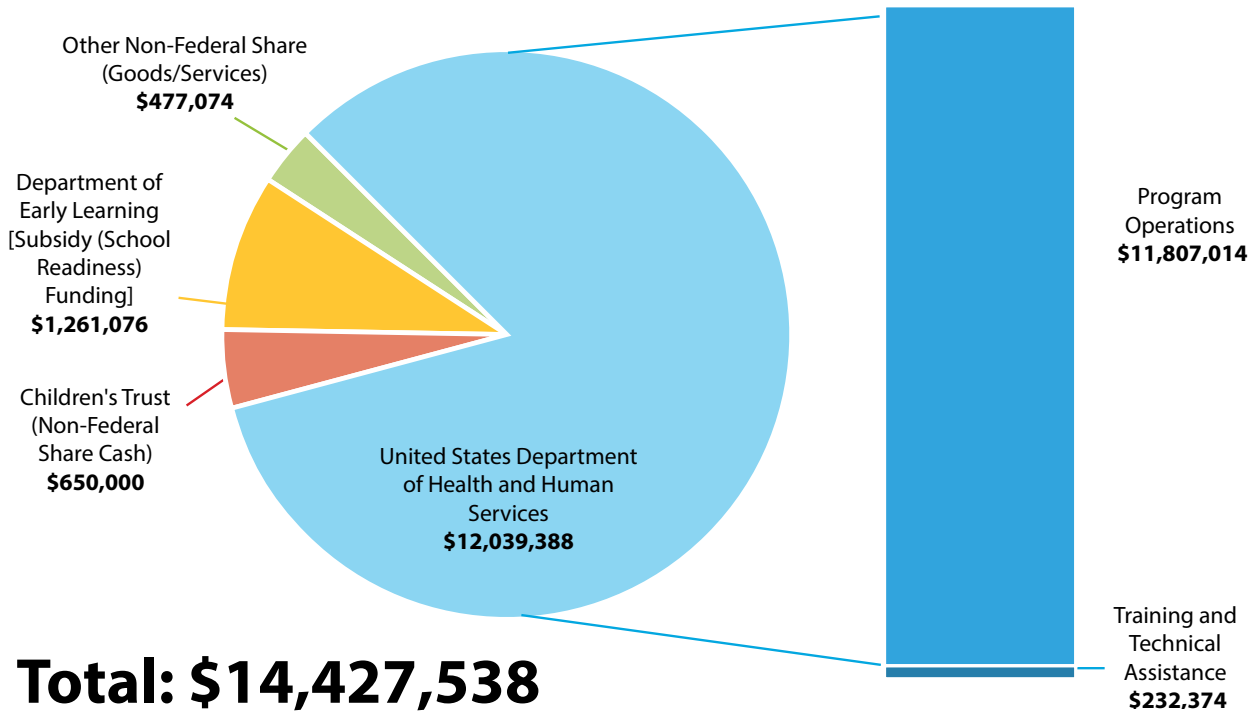
Secondly, the inclusion of services for pregnant women in 2023-2024 is worth noting. The program was focused on supporting expectant mothers by providing information conducive to a healthy pregnancy and delivery. For approximately four months, mothers participated in a series of trainings that included risks of smoking, alcohol, and drugs; fetal development pre and postnatal depression; nutrition; labor and delivery; postpartum recovery; infant care and sleep practices; curriculum overview; breastfeeding and brain development. In addition to the trainings, expectant mothers participated in center visits and received two home visits, including a pre-transition visit and a post-natal visit two weeks after delivery.

Within the pages of this 2023-2024 annual report, you'll find a snapshot of how we impacted the lives of children and families, the challenges we encountered, and the achievements we realized.

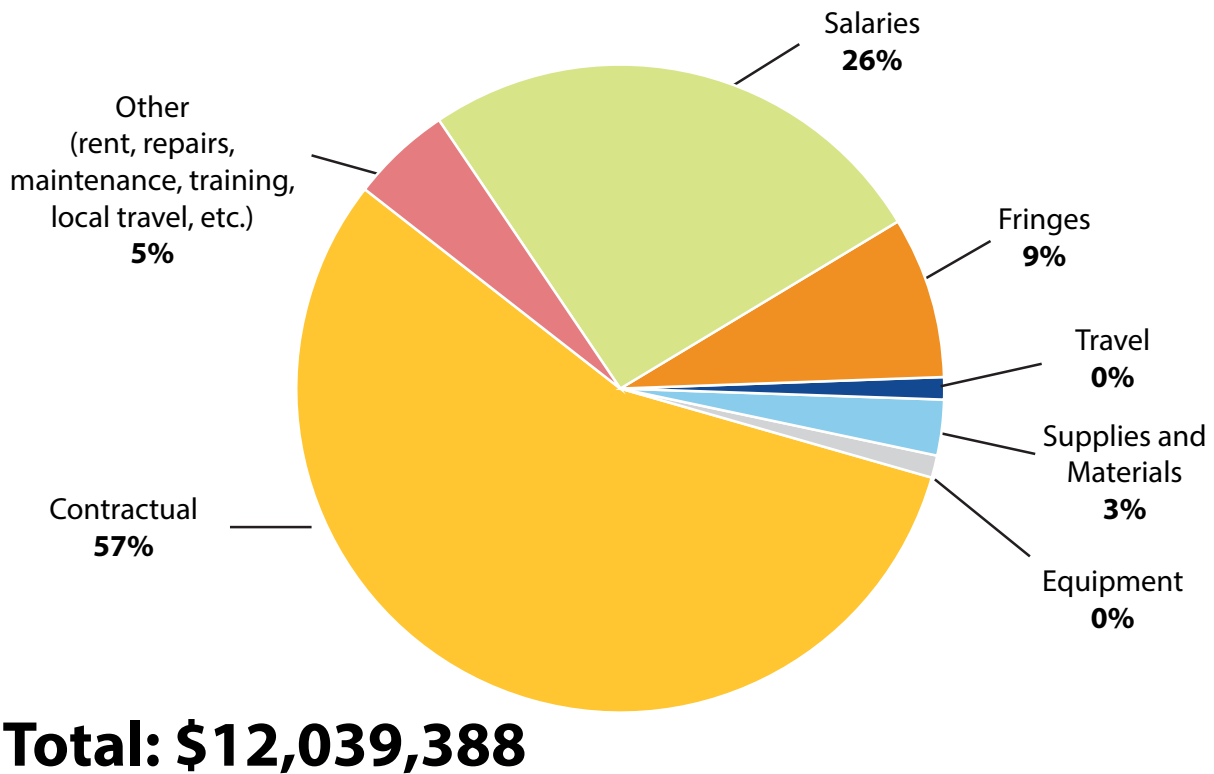




## 2023-2024 FUNDING

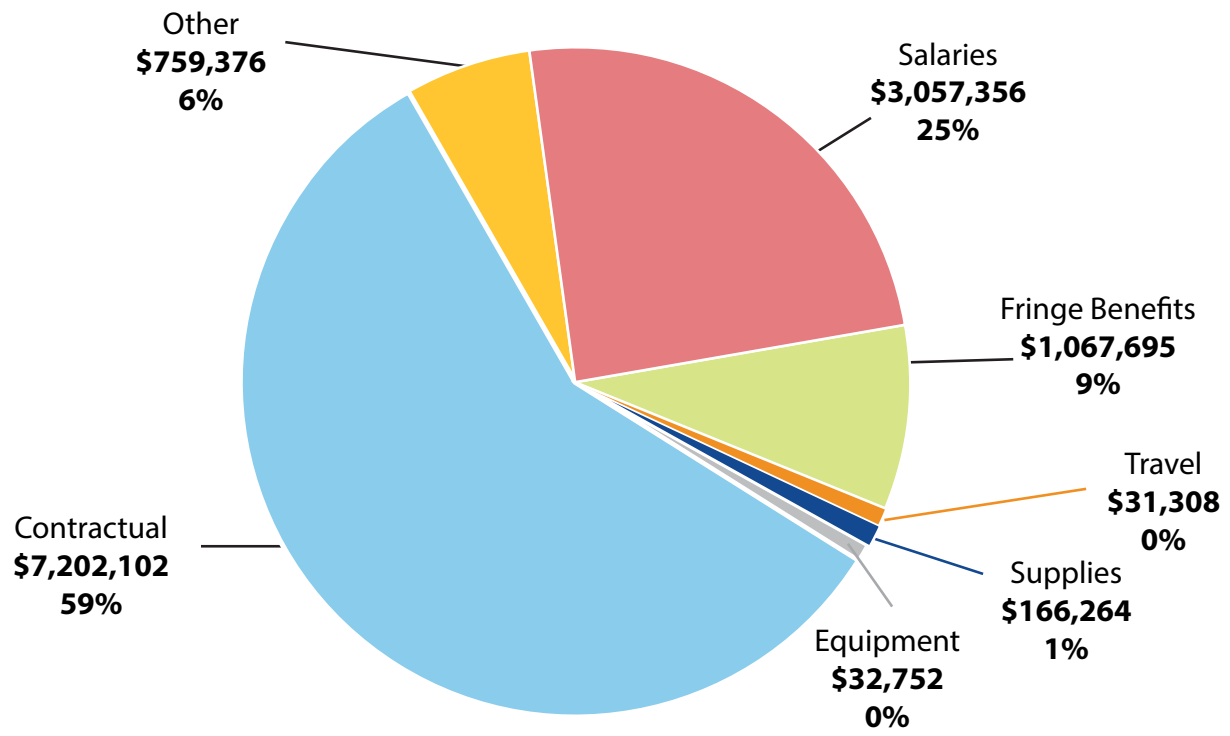


## 2023-2024 EXPENDITURES





# 2024-2025 PROPOSED BUDGET

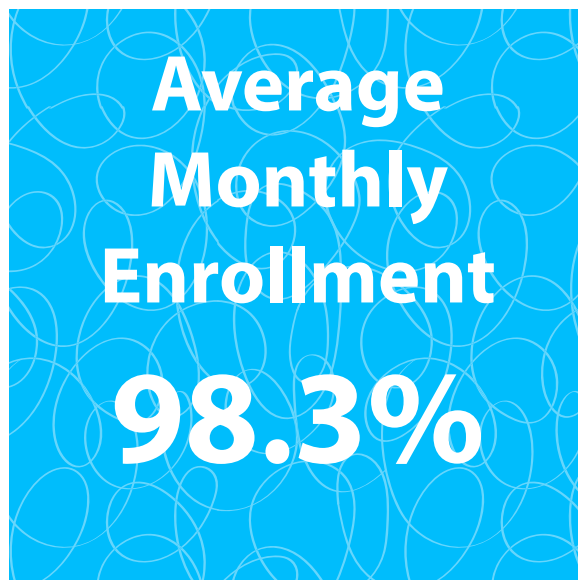
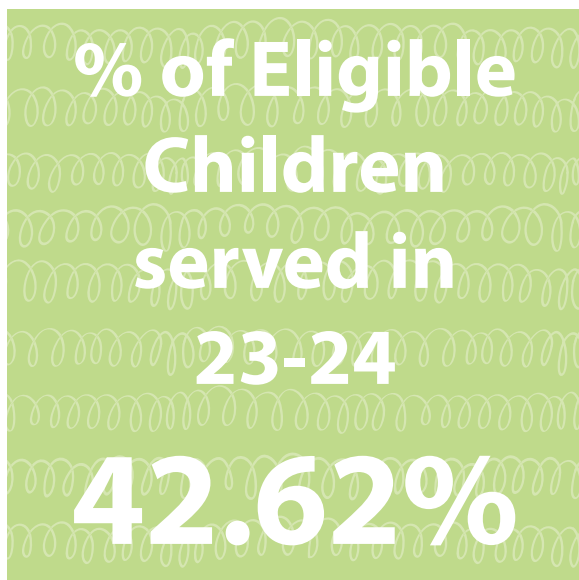


**Total: \$12,316,853**



## PROGRAM ENROLLMENT

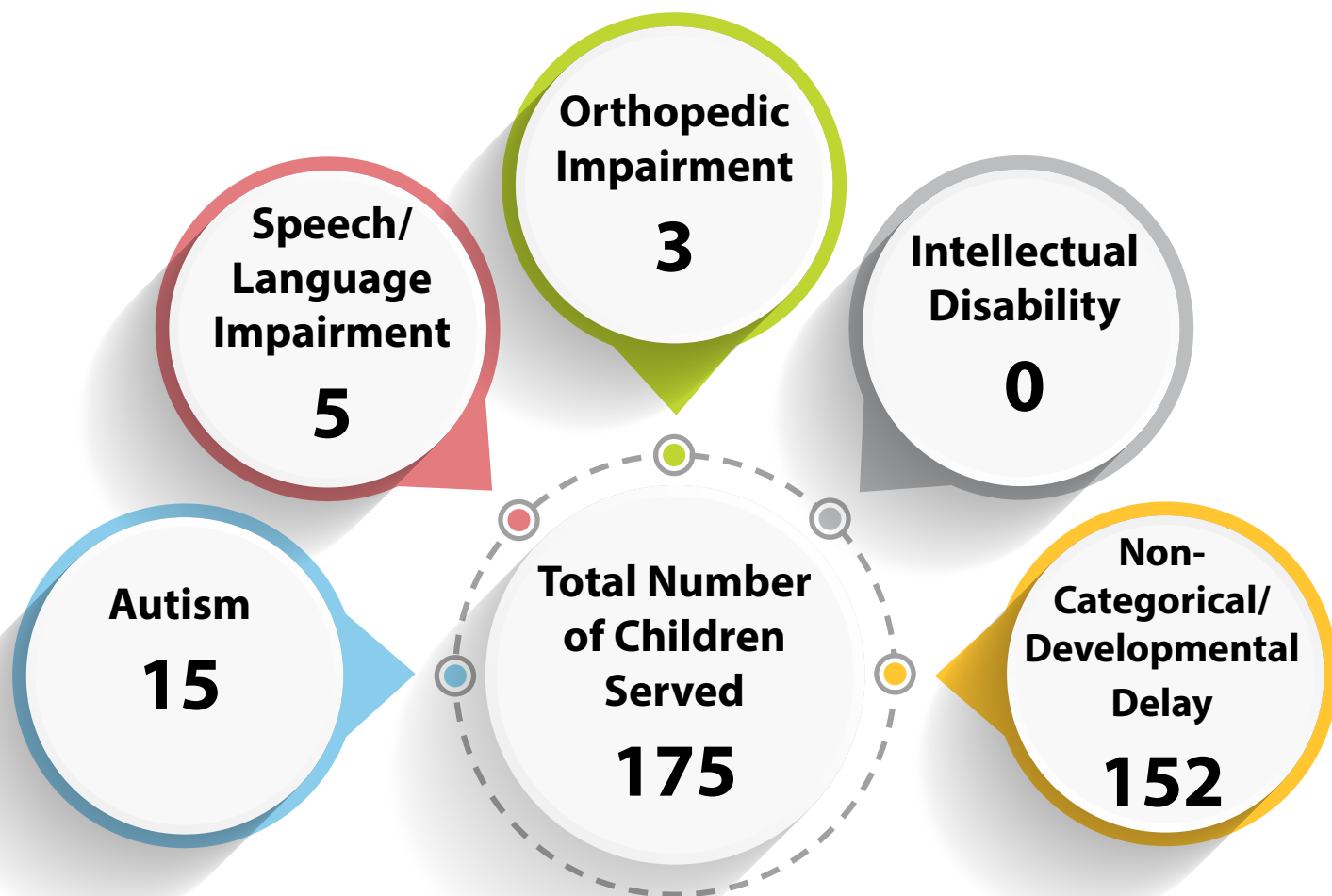
The Early Head Start Program provides services in nine high-poverty areas in Miami-Dade County: Hialeah, Homestead, Florida City, Liberty City, Little Havana, Miami Gardens, Opa-Locka, North Miami, and Perrine. The program recruits year-round to increase community awareness, encourage families to apply for services, and ensure the neediest families in the community are selected. To certify a fair selection, the program develops and implements a selection plan that uses a point system to enroll the families most in need of the program. As vacant slots become available, families with the most points are enrolled in the program. The point system is evaluated yearly to consider changes impacting the community.



## DISABILITY

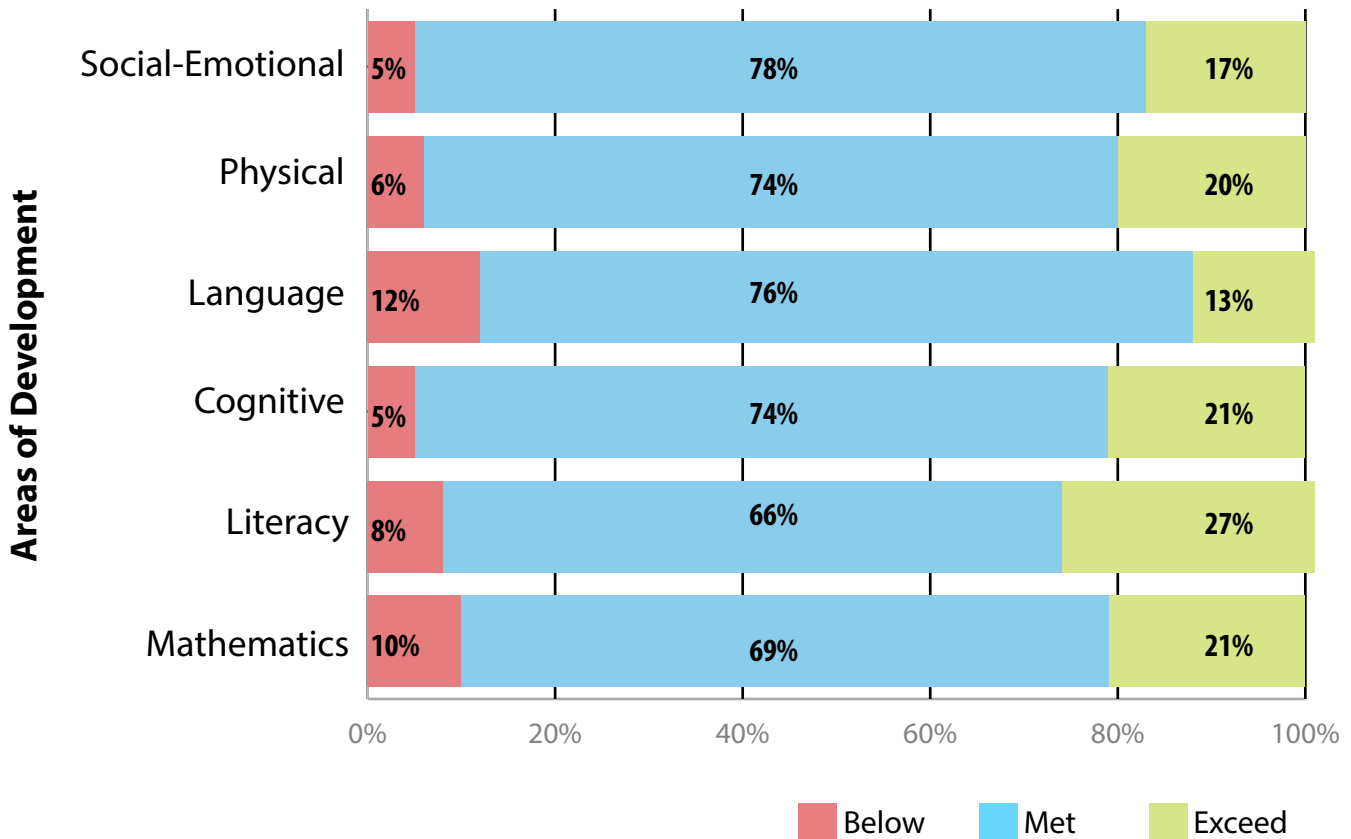
The Early Head Start program reserves a minimum of 10% of enrollment for children with identified disabilities. For the year 2023-2024, the program served 175 (23%) children with disabilities. Children who enter the program are identified as needing services through an online developmental screening called Ages and Stages Questionnaire®, 3rd Edition. In partnership with the local Part C agency, Early Steps, and with parental consent, children are referred for an in-depth evaluation to determine eligibility. Children who meet the criteria for intervention receive an Individualized Family Support Plan (IFSP) detailing the type and amount of intervention services to be received. The Early Head Start program works closely with families to make accommodations and support the implementation of the plan. Children can also enter the program with services in place through insurance providers. Services are provided in an inclusion setting where children receive services in their natural environment and teachers play a supportive role in the progression of the children’s development. To further strengthen inclusive services, the program required all partners to obtain the Best Practices in Inclusive Early Childhood Education (BPIECE) certification.

### Number of Children with Identified Disability



## CHILD OUTCOMES

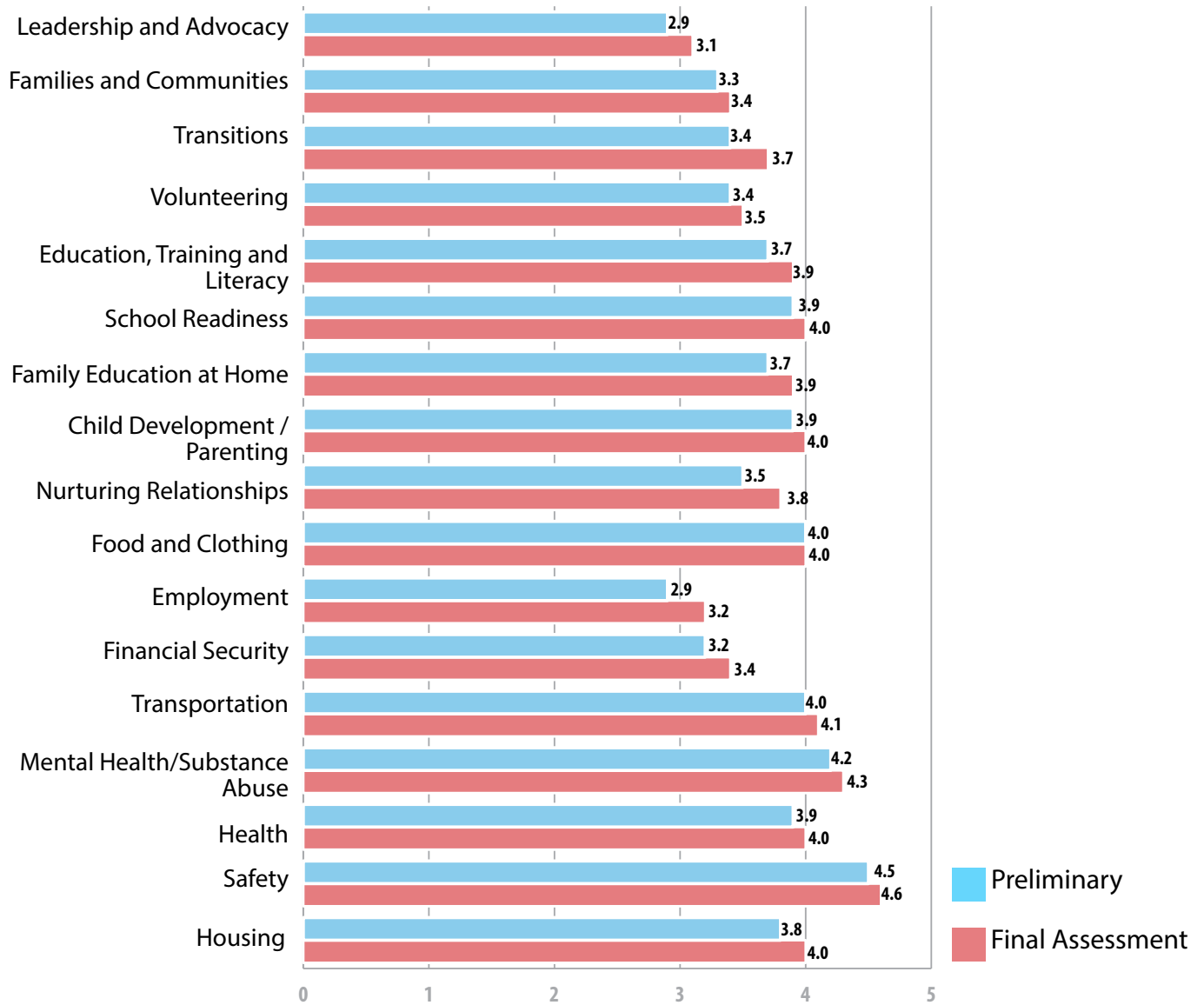
During the 2023-2024 program year, the program focused on fostering positive teacher-child interactions and relationships. This was achieved through coaching sessions to support best practices and by providing Classroom Assessment Scoring System (CLASS) tool training to improve responsive caregiving. The program offered program-wide classroom management training and collaborated with local early intervention programs, like Early Steps and Family Central, to provide resources and strategies that empower teachers to support children’s developmental milestones and assist their families. Coaches continued to review data from the ongoing assessments with teachers and provided strategies to support children’s development. Finally, the program continued its partnership with the Miami Children’s Museum, in training 10 new teachers on the Science, Technology, Engineering, Arts, and Mathematics (STEAM) Integration program supported by a peer coach from a previous cohort. The STEAM program is designed to provide teachers with the knowledge and skills needed to create rich, hands-on learning opportunities that align with the Creative Curriculum for Infants, Toddlers and Two’s.



## FAMILY OUTCOMES

The Early Head Start (EHS) program embraces a collaborative approach when working with each unique family unit. Every childcare partner is assigned a family advocate knowledgeable about the parents’ diverse cultures and languages, ensuring personalized and culturally sensitive support.

Early Head Start family advocates take the initiative to build and nurture a trusting relationship with families from the very beginning, with the objective of maintaining this bond throughout the duration of EHS services. The Family Needs Assessment, known as the “snapshot”, serves as a cornerstone for establishing strong family connections. This strength-based assessment, conducted twice a year, focuses on the family’s strengths while identifying needs. The initial assessment provides a framework for resource allocation and establishing family goals. The subsequent assessment measures the family’s progress and evaluates the effectiveness of the program’s interventions and resources. Moreover, the family advocates use the needs assessment to pinpoint potential training opportunities, further empowering families to be self-sufficient.





## FAMILY ENGAGEMENT

During the 2023-2024 school year, the program offered various activities to engage parents and solicit their suggestions for meeting the needs of their child or strengthening the program.



### Transition Meetings

Parents participate in collaborative transition meetings with staff to plan the child's move to a three-year-old classroom. To ensure a seamless and stress-free transition, the family advocate begins meeting with parents six months before the child turns three years old.



### Nutrition Training

- Celebrating Nutrition Month  
Parents learned about different nutrition topics such as food groups, infant feeding, introduction to solids, and weaning from the bottle
- Picky Eaters  
Parents learned how to work with picky eaters. Strategies were given for helping children build a healthy relationship with food.



### Parent Orientation

This initial activity explains the program to parents and shares information on available services; the importance of parent engagement is emphasized.



### Parenting Curriculum

The program's parenting curriculum is ReadyRosie. Ready Rosie is a family engagement and early learning resource that has been shown to have positive impacts on family behaviors and child outcomes. It helps strengthen the connections between school and home with high-quality, equitable resources. Families receive weekly a 1-minute video appropriate for the child's developmental age. The video discusses the child's milestones and provides interactive learning activities that parents can do with their child.



### Screenings

Parents play an important role in their child's developmental and social-emotional screening. Once a child has been selected for enrollment, parents are asked to complete the Ages & Stages Questionnaires®, 3rd Edition (ASQ®-3) and the Ages & Stages Questionnaires®: Social-Emotional, 2nd Edition (ASQ®:SE-2). Teachers review the results with parents. If concerns are present, teachers discuss the next steps with parents.







### Home Visits and Parent-Teacher Conferences

Parents stayed abreast of their child's progress through home visits and parent-teacher conferences. Parents were able to see their child's developmental progress and how to continue supporting him/her in his/her growth with activities at home.



### Parent Committee Meeting and Policy Council

Parent Committee and Policy Council are ways for parents to be a part of the decision-making process and support the school and program in making positive changes

-  **Consultations**  
The program content experts provided consultation to parents based on their child’s needs. Consultations included but were not limited to how a child is supported socially and emotionally, addressing children’s eating habits and other nutrition concerns, health concerns, and navigating early intervention services.
-  **Family Goal Setting**  
Family advocates work with parents to identify a goal and set a plan of action to accomplish their goal(s). Monthly meetings are held with family advocates to check in on the progress of the goal(s) and to provide any resources that may be needed.
-  **Curriculum Overview**  
Parents are introduced to the curriculum used in the classroom and the daily routines. Parents gain a greater understanding of objectives for development and learning. Parents learn how meaningful and engaging activities in the classroom support their child’s development.
-  **Self- Assessment**  
Parents and other early learning stakeholders work with staff to identify strengths in the program and opportunities for improvement. Parents are encouraged to make recommendations to strengthen the program.



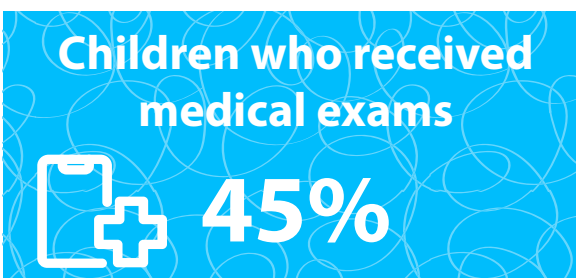
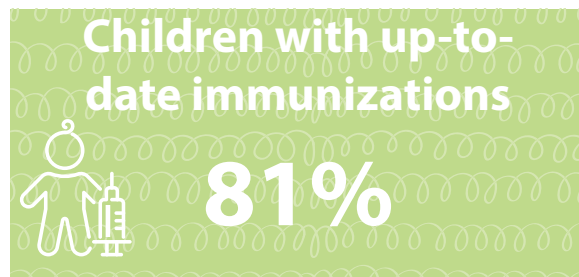
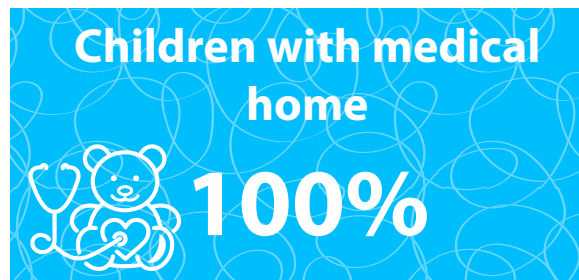
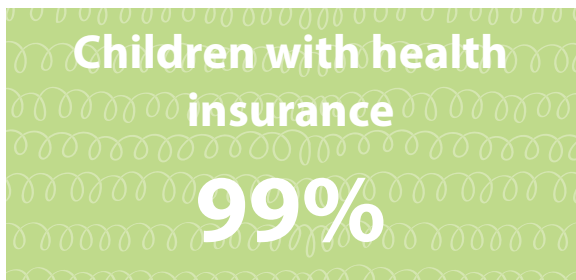
## HEALTH SERVICES

The Early Head Start Program prioritizes the health and well-being of children by educating parents and guardians on the importance of medical and dental care. Through information sharing and community resource connections, families are empowered to understand their children’s health needs and advocate for them effectively.

Children from low-income families often face barriers to receiving routine medical care and maintaining a continuous relationship with healthcare providers. Research indicates that children in underserved communities frequently experience unmet healthcare needs due to financial constraints, lack of access, and systemic disparities (Newacheck et al., 1998). To address this, Early Head Start family advocates connect parents to medical and dental homes for their children, ensuring access to ongoing, comprehensive care. Family advocates also monitor children’s health records to confirm that children receive regular medical and dental services.

Despite ongoing efforts, educating families about the importance of early dental care remains a challenge. One way the program ensures children receive dental care is by partnering with the Florida Department of Health which offers dental exams through the Seals on Wheels Mobile Dental Program. Through dental education and services, the program cultivates parental awareness that would likely not exist had the child not enrolled in the program.

Below is how the program has impacted children’s health in 2023-2024:



Reference:  
Newacheck, P. W., Hughes, D. C., Hung, Y., Wong, S., & Stoddard, J. J. (1998). The unmet health needs of America's children. *Pediatrics*, 105(4), 989-997. <https://doi.org/10.1542/peds.105.4.989>

## NUTRITION SERVICES

Early Head Start childcare partners maintain a consistent practice of providing enrolled children with meals and snacks that fulfill two-thirds of their daily nutritional requirements. These meals are created to be culturally and developmentally appropriate. In addition to providing nutritional needs, mealtimes are intended to nurture learning and socialization. Infants benefit from being held during bottle feeding, while toddlers participate in family-style dining. To ensure safety, some elements of family-style dining, specifically communal food sharing and child-led table preparation and cleanup, were temporarily paused. However, essential components like shared meals between teachers and children, and engaging in supportive conversations remained constant, contributing to the children's overall development. Below are the annual meals served during the 2023-2024 program year:

Month	Breakfasts Served	Lunches Served	Snacks Served
August 2023	14,070	14,166	14,199
September 2023	12,730	12,842	12,852
October 2023	13,823	13,885	13,958
November 2023	10,168	10,229	10,137
December 2023	10,444	10,564	10,485
January 2024	11,832	11,777	11,761
February 2024	12,431	12,524	12,440
March 2024	11,874	11,952	11,895
April 2024	13,505	13,610	13,535
May 2024	14,009	14,107	14,039
June 2024	11,627	11,440	11,352
July 2024	12,213	12,306	12,233

## SPECIAL DIETS



During the 2023-2024 program year, 29 children had food allergies, with some experiencing multiple allergies. The program created special diet menus and made dietary substitutions to ensure each child met two-thirds of their daily nutritional needs. Dairy (21) and eggs (7) were the most common allergens.

### Breakdown of Food Allergies

Bananas	1
Chicken	1
Turkey	1
Dairy	21
Eggs	7
Peanuts	2
Sweet Potatoes	1
Tree Nuts	2



## MENTAL HEALTH SERVICES

Social-emotional development is a cornerstone of children’s success both in school and in life. To ensure children start with a strong foundation, every child entering our Early Head Start program undergoes screening for social-emotional concerns using the Ages and Stages Social-Emotional Questionnaire®, 2nd Edition (ASQ:SE-2). For those identified with social-emotional concerns, referrals for mental health consultations are promptly made. This proactive approach is designed to enhance children’s emotional well-being while also reducing challenging behaviors.

### Consultations:

Over the course of the 2023-2024 school year, the consultations provided by the program helped address concerns early, ensuring that children received the support they needed at critical stages of development. The following consultations were provided in 2023-2024:

Type of Consultation	Number of Consultations
Consultations with staff	216
Consultations with parents regarding their child’s social-emotional needs	186

### Targeted training:

Recognizing the pivotal role caregivers play in children’s social-emotional growth, the program prioritized equipping staff with effective strategies. The program provided targeted social-emotional training sessions for teachers and parents, including:

#### The Pyramid Model Training

The training emphasized proactive strategies for supporting children’s healthy development and preventing challenging behaviors. Teachers explored the root causes of these behaviors, learned effective response techniques, and discovered how to integrate multiple approaches for intentional and preventative classroom practices.

#### Understanding and Managing Challenging Behaviors

By understanding the underlying causes of challenging behaviors, caregivers learned to recognize them as important messages about a child’s needs, emotions, and environment. Teachers gained practical tools to prevent and effectively respond to these incidents.

#### Conscious Discipline

This training helped teachers understand anger and rage in both children and themselves. It provided practical strategies for self-management, de-escalating intense situations, teaching children self-regulation, and facilitating recovery and healing after emotional events.

#### Mental Health Training

In recognition of Mental Health Awareness Month, the program provided mental health training to parents. The training highlighted the importance of mental health for both parents and their children. Parents gained knowledge about Adverse Childhood Experiences (ACEs) and Positive Childhood Experiences (PCEs), and their potential to positively influence children’s future well-being and resilience.



# FINANCIAL AUDIT RESULTS

## EARLY LEARNING COALITION OF MIAMI-DADE/MONROE, INC. SCHEDULE OF FINDINGS AND QUESTIONED COSTS - FEDERAL AWARDS PROGRAMS AND STATE FINANCIAL ASSISTANCE FOR THE YEAR ENDED JUNE 30, 2024

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### SECTION I – SUMMARY OF AUDITOR'S RESULTS

#### Financial Statements

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

Material weakness(es) identified?  Yes  No

Significant deficiency(ies) identified that are not considered to be a material weakness(es)?  Yes  No

Noncompliance material to financial statements noted?  Yes  No

#### Federal Awards and State Financial Assistance

Internal control over major federal programs and state projects:

Material weakness(es) identified?  Yes  No

Significant deficiency(ies) identified that are not considered to be a material weakness(es)?  Yes  No

Type of auditor's report issued on compliance for major programs Unmodified

Any audit findings disclosed that are required to be reported in accordance with the Uniform Guidance or Chapter 10 650, *Rules of the Auditor General*?  Yes  No

Identification of major programs:

CFDA/CFSA Number	Name of Federal/State Program or Cluster
93.575, 93.596	Child Care Development Fund (CCDF) Cluster
93.558	Temporary Assistance for Needy Families
48.108	VPK State General Funds

Dollar threshold used to distinguish between Type A and Type B programs:

\$ 3,000,000 Federal  
\$ 1,740,440 State

Auditee qualified as low-risk auditee?  Yes  No

# FEDERAL REVIEW RESULTS

## Performance Summary

Service Area	Applicable Standards	Grant Number(s)	Primary Review Finding Status(s)	Timeframe for Correction	Follow-up Compliance Level
Classroom Exploration - Effective and Intentional Teaching Practices	1302.45(a)(1)	04HP000226	ANC	N/A	Corrected

The program successfully addressed the non-compliance as reported on October 25, 2021

**Follow-up Corrected**

**Timeframe for Correction: N/A**

The grantee provided support for effective classroom management and positive learning environments, supportive teacher practices, or strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns. The program strengthened its policies and procedures, training, and monitoring to ensure teacher-child ratios were maintained and to mitigate the risk of child safety incidents.

The program strengthened its active supervision and classroom management, and teacher-child ratio policies and procedures to clarify staff's knowledge of teacher-child ratio requirements. A review of the policies and procedures regarding classroom ratios and group sizes stipulated teachers must ensure all children remain under their supervision, and under no circumstance would a child be left alone. A review of the active supervision and classroom management procedure found new strategies were designed to encourage effective and proactive supervision.

In an interview, the director of child development and education support services stated the effective teacher practices policy was reviewed and revised to promote using transition activities to provide ample time to transition. The effective teacher practices procedure confirmed the directive for staff to implement supportive and responsive transition activities for children. A review of the onboarding-child care partners policy and procedure for new employees found revisions included the requirement for staff to implement the Pyramid Model to promote social-emotional development and prevent challenging behaviors.

Training was provided to improve staff's understanding of appropriate teacher/child interactions, child-safety incident prevention, staff wellness, and challenging behaviors. A review of training documents found child care partner staff completed the trainings. In an interview, the Early Head Start director stated an outside source provided training to teachers on conscious discipline and stress management. Additionally, a review of Region IV Head Start Training and Technical Assistance agendas and training documents found program staff were provided technical assistance in the areas of ongoing educational monitoring and staff wellness.

The program enhanced its monitoring of program and partner staff. The Early Head Start director stated the program's education team monitored partners' weekly staffing plans. The plans provided the education team with an understanding of how partners staffed their centers. A review of staffing plans, daily Early Head Start Staff coverage forms, and regulatory monitoring visit forms found a platform for continuous monitoring and analysis of teacher staffing patterns to ensure sufficient classroom coverage and correct staff-child ratios were maintained.

The Early Head Start director stated the child care partner involved in the incident decided not to renew its contract and was no longer a partner as of August 1, 2021.

The grantee provided support for effective classroom management and positive learning environments, supportive teacher practices, or strategies for supporting children with challenging behaviors and other social, emotional, and mental health concerns. This area of non-compliance is corrected.

----- End of Report -----

## ACKNOWLEDGMENTS

As the program continues to evolve and enhance services for children and families, we recognize the invaluable support of its Board Members, Policy Council, community partners, childcare partners, and staff. We appreciate the trust parents have entrusted us, and we assume that responsibility with great care.





## Making a Motion

1. Member addresses chairperson to be recognized before speaking.
  2. State the motion:  
**“I (state your name) make a motion to approve (or disapprove):**
    - a. February 19, 2025 Minutes
    - b. Resolution 04162025-01: Grant Budget
    - c. Resolution 04162025-02: Grant Application
    - d. Resolution 04162025-03: Training and Technical Assistant Plan
    - e. Resolution 04162025-04: Bylaws Modification
    - f. Resolution 04162025-05: Slot Reduction Request
  3. Second the motion:  
**“I (state your name) second the motion to approve (or disapprove):**
    - a. February 19, 2025 Minutes
    - b. Resolution 04162025-01: Grant Budget
    - c. Resolution 04162025-02: Grant Application
    - d. Resolution 04162025-03: Training and Technical Assistant Plan
    - e. Resolution 04162025-04: Bylaws Modification
    - f. Resolution 04162025-05: Slot Reduction Request
  4. The Chair states:  
**“It has been moved by (name) and seconded by (name) that we approve (or disapprove):**
    - a. February 19, 2025 Minutes
    - b. Resolution 04162025-01: Grant Budget
    - c. Resolution 04162025-02: Grant Application
    - d. Resolution 04162025-03: Training and Technical Assistant Plan
    - e. Resolution 04162025-04: Bylaws Modification
    - f. Resolution 04162025-05: Slot Reduction Request
- Is there any discussion?”**
5. Once the discussion is complete, the Chair states:  
**“If there is no further discussion. We’ll put the motion to a vote. Is there anyone opposed?”**
  6. The Chair states, **“The motion passes (or fails) with \_\_\_ votes in favor and \_\_\_ votes against.**