



**Early Head Start (EHS) Policy Council Meeting
February 19, 2025 (English and Spanish); 5:30 p.m.**

Agenda

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

Meeting ID: 936 8702 7177

Passcode: 473146

- | | |
|--|------------------------|
| I. Call Meeting to Order | Randy Grice |
| II. Roll Call | Falan Owens |
| III. Action Item | |
| a. November 20, 2024 Minutes | Randy Grice |
| b. Resolution 02192025-01: 2024-2025 Self-Assessment Report and Improvement Plan | Belkis Torres |
| c. Resolution 02192025-02: 2025-2026 Recruitment and Selection Plan | Kimii Robinson |
| IV. Committee Reports | |
| a. Finance Committee Report | Polo Coronado |
| b. Nutrition Committee Report | Committee Chair |
| c. Enrollment and Attendance Committee Reports | Committee Chair |
| V. General Updates | Randy Grice |
| VI. Reminders | Randy Grice |
| a. Next Policy Council Meeting, Wednesday, April 16, 2025, at 5:30 p.m. | |
| VII. Public Comments | Randy Grice |
| VIII. Adjournment | Randy Grice |

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

Policy Council Meeting
November 20, 2024 (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 5:32 p.m.

II. Roll Call

The following participated in the meeting:

Members	Representing Centers
Falan Owens (<i>Secretary</i>)	7 Heaven Learning Center
Javier Sanchez (<i>Substitute</i>)	B&G Preschool
Kimberly Wardlow	GBillyJr.
Joanna Mancisidor (<i>Substitute</i>)	Kids Small World Learning Center
Sherelle Stephens	Lord's Learning Center, Inc.
Ashley De Frank Nunez	My Little Angels
Madelyn Noda	New Aladdin
Angelina Leyva	Sunshine
Randy Grice (<i>Chair</i>)	Community Representative
Polo Coronado (<i>Treasurer</i>)	Community Representative
EHS Staff	Position
Alexander Sanchez	Controller
Belkis Torres	Vice President for EHS
Cecilia Nariznis	Mental Health Manager
Elicenia Del Rio	Interim Finance Manager
Jacqueline Dominguez	Human Resources Director
Jessica Dittmar	Administrative Coordinator
Kimii Robinson	EHS Director of Family and Community Engagement
Maggie Casanova	Sr. Accountant
Otilia Gonzalez-Varese	Disability Manager
Roseleen Hurtado-Rodriguez	Health Manager
Sarahi Rivera	Director of Child Development and Education Support Services
Pamela Hollingsworth	Sr. VP for Strategic Initiatives and Program Development
Kimii Robinson	Director of Family and Community Engagement
Valeria Perez Sarabia	Nutrition Manager
Yissel Morales	Contract Manager

III. Action Item

a. September 18, 2024 Meeting Minutes

Mr. Grice asked for a motion to approve the September 18, 2024 meeting minutes.

- Motion made by Angelina Leyva
- Motion seconded by Kimberly Wardflow
- No discussion
- Motion passed in 10 favor and 0 opposed.

b. Resolutions

Resolution 11202024-01: Lead Poisoning Prevention and Treatment Policies and Procedures

Ms. Torres reminded everyone of the new regulations that were shared in the September meeting. One of the regulations requires programs to regularly inspect or test facilities where lead may exist and as needed conduct remediation and abatement. The policy presented looks at screening children to ensure they have not been exposed to high lead levels. Secondly, the policy looks at testing sites. The focus will be on buildings built prior to 1978. Those programs will need to hire a certified inspector to inspect the building for lead. If the inspector deems that abatement or remediation is needed, then the partner will be responsible for conducting the abatement or remediation. If the abatement or remediation is not recommended, the partner will need to conduct lead inspections every two years as required by the regulation.

Policy Council Member, Sherelle Stephens, requested the Lead Poisoning Prevention and Treatment Policies and Procedures include information on where the children will be placed if the center has to conduct remediation or abatement.

Mr. Grice asked for a motion to approve Resolution 11202024-01: Lead Poisoning Prevention and Treatment Policies and Procedures including the requested amendment.

- Motion made by Sherelle Stephens (Kimberly Wardlow)
- Motion seconded by Angelina Leyva (Sherelle Stephens)
- No discussion
- Motion passed 10 in favor and 0 opposed.

Resolution 11202024-02: Bylaws

Ms. Torres explained that the bylaws are the rules or process of how the Policy Council will conduct business. Two changes were suggested. First to strike the personnel committee (found on page 21 of the packet) because the program needs guidance from the Office of Head Start that will impact the committee. The second change (found on page 23 of the packet) is to share the bylaws annually with the members for their review. If no change is recommended no action will be needed. If changes are recommended, it will be presented for voting at the next Policy Council meeting.

Mr. Grice asked for a motion to approve Resolution 11202024-02: Bylaws

- Motion made by Falan Owens
- Motion seconded by Kimberly Wardlow
- No discussion
- Motion passed 10 in favor and 0 opposed.

Resolution 11202024-03: Parent Activity Guidelines

The Office of Head Start allows programs to set aside \$3-\$10 for parent training. This is called the Parent Activity funds. During the past 4 years trainings were offered virtually throughout the entire program. This year the program will be implementing the Parent Activity in the manner as it was done before COVID; parent committees decided the training topic they wanted and how money would be used. The program budgeted \$10 per child for each center. A center with 40 enrollment slots will have a budget of \$400.

Mr. Grice asked for a motion to approve Resolution 11202024-03: Parent Activity Guidelines

- Motion made by Angelina Leyva
- Motion seconded by Kimberly Wardlow

- No discussion
- Motion passed 10 in favor and 0 opposed.

IV. Reports

a. **Expenditure Report and Credit Card Reports (August, September 2024)**

Mr. Coronado reminded the members that the fiscal year for the program is August through July. He reviewed how to identify a deficit and a surplus on the Expenditure Report and explained the purpose of each column. Mr. Coronado emphasized the impact of enrollment on the expenditure report.

August 2024

In reviewing the August Expenditure Report, Mr. Coronado highlighted that the budgeted amount for Child Care Services was a little over half the total budget, underscoring the importance of enrollment and how it impacts the budget. In August, the program experienced a surplus because the program was not fully enrolled at the budgeted number of 750 slots. The Year-To-Date (YTD) expenses were \$1,096,739.94.

August 2024 Credit Card Report

There was one credit card expense for August for lodging and travel for staff to attend the Zero to Three Conference. The total credit card expense was \$2,651.56.

September 2024

Mr. Coronado pointed out that the surplus of approximately \$51,000 in Childcare Services during August was reduced because enrollment increased in September. The Year-To-Date (YTD) expenses were \$2,062,311.63.

September 2024 Credit Card Report

The credit card expenses for September were for lodging and travel for staff to attend the DEC International Conference and the Conscious Discipline Conference. The total credit card expense was \$3,297.84.

b. **Meal Reports Month September and October 2024**

Ms. Perez shared that 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 for each meal. The percentage column indicates the percentage of meals served based on each day a child was present for the month. Sometimes children arrive late or leave early; even though they were present, they were not served a meal. Those who arrive late may not be counted for USDA purposes but will still be offered a meal.

During **September 2024**, the meals that did not reach 100% are in red. This means one or more children missed the specific meal for one or more days of the month. The meals with a red box are centers in which all meals had one or more children leave early or arrive late for certain days of the month. In September, the program had 4 centers in this situation. The program analyzed the meals. The centers that did not reach 100% for all meals were mainly a result of children arriving late and leaving early due to health issues.

In **October 2024**, the program had 4 centers with a red box indicating all meals had one or more children leave early or arrive late for certain days of the month. The program analyzed the meals. The 4 centers did not reach 100% mainly due to children arriving late and leaving early due to health issues.

c. September and October 2024 Enrollment Reports

Policy Council Members were advised that the Early Head Start (EHS) program is currently operating from 27 centers to serve 750 children for School Year 2024-2025 as of November 20.

The program ended the month of **September** with 705 children enrolled and 5 slots that were vacant for less than 30 days.

The Early Head Start (EHS) program ended the month of **October** with 747 children enrolled and 3 slots that were vacant for less than 30 days.

d. September and October 2024 Attendance Reports

The program ended the month of **September** with an average daily attendance of 87.56%. This outcome aligns with last year’s average daily attendance.

The program ended the month of **October** with an average daily attendance of 86.03%. This outcome aligns with last year’s average daily attendance.

The top reasons for absences for September and October were sick/illness, family situations, transportation & vacation.

e. Review of Head Start Governance, Leadership, and Oversight Screener

Ms. Torres provided a summary of the Governance Leadership, and Oversight Screener.

V. General Updates

a. Site Visits by Policy Council Members

On January 22, the program is planning its first site visit by Policy Council members. Little Red School House in Homestead will be the first partner. It was asked who is interested in visiting this center together with Chair Randy Grice. The chair is looking for 5 members for the visit. Fact sheets will be handed out before the visit. Secretary, Falan Owens, volunteered.

b. Committee Appointments

Mr. Grice shared the results of the composition of the committees. Members who did not select a committee were assigned to one of four committees: Finance Committee, Nutrition Committee, Enrollment and Attendance Committee, and the Program and School Readiness Goals Committee.

Program and School Readiness Goals Committee	Nutrition Committee
Anielka Coke	Perla Castro
Virginia Alegria	Sacory Butts
Falan Owens Lee	Jacquelyn Villegas
Antanecia Stanley	Dayana Cruz
Iris Strachan	Desmond Randolph

Raquel Cheatham	Ashley DeFrank Nunez
Ana Rodriguez	Ana Maria Pena
Finance Committee	Enrollment and Attendance Committee
Randy Grice	Angelina Leyva
Polo Coronado	Sherelle Stephens
Tuquandra Simmons	Madelyn Noda
Ashley Herring	Shaquana Strozier
Karyna Kelly	Shakira Lambert
Jennifer Lynn Ortega	Marques Stokes
Alondra Blanco	Kimberly Wardlow
	Nathalie Diaz

Ms. Torres reported that the Office of Head Start released an Informational Memorandum on 11/7/2024 that provided guidance on reporting incidents and accidents. Programs are to report incidents and accidents within 7 days that fall under the following parameters:

- Occurred in an Early Head Start location
- Involves a child or staff
- Results in serious harm or injury of a child due to lack of preventative maintenance
- Results in serious harm, injury, or endangerment of a child due to lack of supervision.
- Results in an unauthorized release of a child
- Results in reporting to the Child Abuse Hotline in which the alleged perpetrator is a staff or volunteer

The information memorandum provides examples of a serious injury. It includes:

- Broken bones
- Severe sprains
- Chipped or cracked teeth
- Head trauma
- Deep cuts
- Contusions or lacerations
- Animal bites

VI. Reminders

- On Wednesday, January 15, 2025, at 5:30 p.m., an Ethics Training will take place for Policy Council members.
- The regular meetings will resume on Wednesday, February 19, 2025, at 5:30 p.m.

VII. Public Comments

Policy Council Member, Sherelle Stephens, shared upcoming community events:

- No wrong door. Showcasing social services in the community.
- Gwen Cherry Prk 2-4 turkey
- Food Give Away

VIII. Adjournment

The meeting was adjourned at 6:33 p.m.



Early Learning Coalition Policy Council Meeting

February 20, 2025

Resolution: 02202025-01

Action Requested: Authorize the President and CEO to submit the 2024-2025 Early Head Start Self-Assessment Report and Action Plan with the Early Head Start grant application and implement the Action Plan.

Fiscal Impact: No financial impact.

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 Providers Family Engagement

Resolution: 02202025-01

AUTHORIZE THE PRESIDENT AND CEO TO SUBMIT THE 2024-2025 EARLY HEAD START SELF-ASSESSMENT REPORT AND ACTION PLAN WITH THE EARLY HEAD START GRANT APPLICATION AND IMPLEMENT THE ACTION PLAN.

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 authorize the President and CEO to submit the 2024-2025 Early Head Start Self-Assessment Report and Action Plan with the Early Head Start grant application and implement the Action Plan.

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 20 of February, 2025.

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

By: _____ [Secretary's Signature]

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

Background

Annually, the Early Head Start program must conduct a self-assessment to examine the progress of program goals and to identify areas that need strengthening. The self-assessment process is a collaborative process that includes Board members, parents, childcare partners, community representatives, and staff. Data is reviewed and analyzed. A final report is produced with all of the discoveries from the data and an action plan is created. Through the self-assessment, the program determines which systems need modifying and identifies initiatives that will better serve children and families and support teachers. The self-assessment report and action plan are submitted as part of the annual grant application.

Regulations:

1302.12(b)(2)

- (i) Conduct a self-assessment that uses program data including aggregated child assessment data, and professional development and parent and family engagement data as appropriate, to evaluate the program's progress towards meeting goals established under paragraph (a) of this section, compliance with program performance standards throughout the program year, and the effectiveness of the professional development and family engagement systems in promoting school readiness;
- (ii) Communicate and collaborate with the governing body and policy council, program staff, and parents of enrolled children when conducting the annual self-assessment; and,
- (iii) Submit findings of the self-assessment, including information listed in paragraph (b)(2)(i) of this section to the responsible HHS official.



2024-2025 Early Head Start Program Self-Assessment Summary and Program Improvement Plan

Board Approval:
Policy Council Approval:



Self-Assessment Summary

Program Description

The Early Head Start (EHS) Program is a division of the Early Learning Coalition of Miami-Dade/Monroe (ELCMDM). The ELCMDM is the largest of 31 Early Learning Coalitions in Florida and administers the funds from the Child Care Development Block Grant. The Early Head Start Program is funded to serve 750 infants and toddlers and their families and 5 pregnant women who live in targeted zip codes in Miami-Dade County, Florida with limited, affordable resources for families. The targeted zip codes are located within seven (7) regional areas in the county: Hialeah, Homestead/Florida City, Liberty City, Little Havana, North Miami, Opa-Locka, and Perrine. Since its inception in 2015, the program has touched the lives of more than 9,025 infants and toddlers and 5 pregnant women from 7,937 families. A little over 75% of the families touched are single-parent families. In collaboration with a team of community partners, the program positively impacts the lives of families and prepares their children for school by providing comprehensive services and connecting them to beneficial resources.

Self-Assessment Process and Design

The program began the self-assessment process in September 2024 with the ELCMDM Board and EHS Policy Council's approval of the Self-Assessment Plan. Board and Policy Council members, community and childcare partners, and staff were invited to be a part of the self-assessment process. To obtain more detailed and specific results, participants were divided into focus groups for each of the areas that provide comprehensive services to children and families, as well as areas that support the program. The EHS directors and managers gathered data from their respective specialized areas to share and discuss with their focus group participants. The overview and focus group meetings occurred during the month of November 2024. After analyzing the data, each focus group identified program strengths, opportunities for enhancement or initiatives, the regulation(s) and system(s) impacted, the underlying cause(s), and recommendation(s). A Program Improvements Plan was developed by staff to refine the program's operation and introduce new and innovative ideas. This Summary and Program Improvement Plan were presented to the Program and Policy Committee, a committee of the ELCMDM Board; the ELCMDM Board; and EHS Policy Council during the month of February 2025.

Focus Group Members

Disabilities and Mental Health

- Cecilia Nariznis, EHS Mental Health Manager
- Otilia Gonzalez-Varese, EHS Disabilities Manager
- Liliam Vera, Kids Small World, EHS Childcare Partner
- April Daniels, EHS Family Advocate
- Ashley Aburto, EHS Family Advocate
- Ashley Calveiro, EHS Family Advocate
- Laveda Hunter, EHS Family Advocate
- Maisha Lafosse, EHS Family Advocate
- Nathaniel Freeman, EHS Family Advocate
- Tatiana Bartley, EHS Family Advocate
- Tranae Davenport, EHS Family Advocate
- Vivianne Jeudy, EHS Family Advocate
- Elena Uguet, EHS Technical Assistant Specialist
- Yamaira Soler, EHS Technical Assistant Specialist

Education, Recruitment and Enrollment, and Family Engagement

- Sarahi Rivera, EHS Director of Child Development and Education Support Services
- Kimii Robinson, EHS Director of Family & Community Engagement
- Jacques B. Saint Louis, EHS Education Specialist
- Claudia Ortiz, EHS Technical Assistance Specialist
- Ashlee Alvarez, EHS Technical Assistance Specialist
- Adriana Ruiz, Associate Director for United Way of Miami EHS Child Care Partnerships

Finance

- Elicenia Del Rio, Interim EHS Finance Manager
- Maggie Casanova, Early Learning Coalition of Miami-Dade/Monroe Accounting Manager
- Jessica Dittmar, EHS Administrative Coordinator
- Sal Martorano, EHS Compliance Manager

Health and Nutrition

- Valeria Perez Sarabia, EHS Nutrition Manager
- Belkis Torres, EHS Vice President
- Ruthe White, Nutrition Consultant at Family Christian Association of America
- Marleah Singleton, Specialist I, Health for United Way of Miami EHS Child Care Partnership
- Alejandra Fiano, EHS Family Advocate
- Angela Lopez, EHS Family Advocate
- Veronica Alonso, EHS Family Advocate
- Yanilia Matos-Nieves, EHS Family Advocate
- Maria Fegan, EHS Family Advocate Supervisor
- Natalie Probst- EHS Technical Assistance Specialist

Data Collection/Resource Tools

- EFS Mod report 4045
- ChildPlus SR Report
- Parent Input
- National Data on school shootings
- Classroom Assessment Scoring System (CLASS) scores
- Staffing Information
- WebAuthor EHS Referrals
- Staff feedback
- ChildPlus Report 3015 (Health Requirements)
- Program Information Report (PIR)

Systems Impacted

- Communication
- Community & Self-Assessment
- Data & Evaluation
- Facilities and Learning Environments
- Fiscal Management
- Ongoing Monitoring & Continuous Improvement
- Program Planning & Service System Design
- Record Keeping & Reporting
- Technology & Information Systems
- Training & Professional Development

Accomplishments

- The program implemented electronic forms to record parent involvement in in-kind through Web Author, contributing to efficiency and accuracy.
- The timely submission of in-kind and proof of delivery reports from partners has improved by 87.5%. This reduced the submission time from several weeks to less than a week.
- The Early Head Start program began serving pregnant women to make a positive impact on the child's development before birth.
- The program implemented Brightwheel, childcare communication/management software, to support parent and family engagement in education for purposes of continuous and open communication.
- In 2023-2024, 100% of the children identified a medical home, a 10% increase from 2022-2023. Medical home signifies that every child in the Early Head Start program had access to ongoing continuous medical care whether it's a government-funded clinic, private insurance, self-pay, or through Medicaid.

- The program maintains 100% Breast Feeding-Friendly Centers despite partner turnover.
- In 2023-2024, 36 of 170 teachers were trained in the Healthy Habits for Life curriculum which focuses on healthy eating and physical activity in early childhood. After completing the series of trainings teachers obtained the Healthy Kids, Healthy Future certificate.
- The 84% EHS teachers received training on at least one of the following trainings:
 - The Pyramid Model
 - Infant Mental Health
 - Challenging Behaviors
 - Teaching Pyramid Infant-Toddler Observation Scale (TPITOS)

These trainings enhance the teacher's ability to create nurturing, supportive environments, effectively address challenging behaviors, and implement strategies that promote the social-emotional development and well-being of infants and toddlers.

- Ten (10) staff and 2 directors received the Infant Mental Health Endorsement from the Florida Association for Infant Mental Health.
- Since 2023, the Mental Health Manager has provided reflective supervision to 26% of EHS staff.
- The program served 23% (175 children) with disabilities in 2023-2024. The program is required to serve at least 10% of the funded enrollment.
- The program met the 10% disability enrollment requirement in the first month of the EHS program year for 2024-2025.
- All Early Head Start Programs were certified in Best Practices in Inclusive Early Childhood Education (BPIECE).

Self-Assessment Discoveries

During the self-assessment, the focus groups made the following discoveries:

- Currently, the program does not have a report that accurately reflects the number of children who are dually enrolled in School Readiness and Early Head Start.
- The program has a limited process for addressing an extreme emergency, such as an active shooter.
- The program's process for identifying teachers for intensive coaching is based on each individual coach's criteria.
- According to ChildPlus report 3015, approximately 46% of the enrolled children are missing hemoglobin and lead screening results.
- The program has seen an increase in children with challenging behavior and a need to increase teachers' resources to mitigate and address challenging behaviors.
- The program has noticed that there is a lack of communication between the teacher and therapist during onsite therapy.

Expected Outcomes

- Improve the efficiency and accuracy of dual enrollment reporting for the Early Head Start program.
- Refine the process for responding to emergencies, including active shooter.
- 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.

Program Improvement Plan

STAFF PERSON(S) RESPONSIBLE FOR THE IMPLEMENTATION OF THE PLAN:		Vice President, Directors, and Managers			
AREA(S) OF CONCENTRATION:		Finance	DATE OF PLAN:	12/2/2024	DATE PLAN WAS UPDATED/REVISED:
IMPACTED REGULATION:		Funding Opportunity Announcement (HHS-2015-ACF-OHS-HP-0814): at all times the EHS-CC Partnership grantee must ensure that at least 25 percent of the total numbers of slots being filled by the Early Head Start eligible children in the partnership sites are also funded with a child care subsidy.			
EXPECTED OUTCOMES		Improve the efficiency and accuracy of dual enrollment reporting for the Early Head Start program.			
FINANCIAL IMPACT		No Financial Impact			
ACTION STEPS		STAFF RESPONSIBLE	TARGETED COMPLETION DATE	STATUS	
1.	Meet with BlueJean to modify the EHS online application by requiring School Readiness (SR) families to provide the SR certificate.	<ul style="list-style-type: none"> • Interim Finance Manager • VP for EHS • EHS Director of Family & Community Engagement 	1/31/2025		
2.	Create Policies and Procedures for documenting dually enrolled children.	<ul style="list-style-type: none"> • Interim Finance Manager • EHS Director of Family & Community Engagement 	3/31/2025		
3.	Train Eligibility and Family Advocate staff on policies and procedures for reporting and documenting dually enrolled children	Interim Finance Manager	3/31/2025		
4.	Modify partner contracts to include partners' responsibility for maintaining accurate records for dually enrolled children.	Interim Finance Manager	5/1/2025		

STAFF PERSON(S) RESPONSIBLE FOR THE IMPLEMENTATION OF THE PLAN:		Vice President, Directors, and Managers		
AREA(S) OF CONCENTRATION:	Family Services and Engagement	DATE OF PLAN:	12/2/2024	DATE PLAN WAS UPDATED/REVISED:
IMPACTED REGULATION:	Head Start Performance Standards 1302.47 Safety practices. (a) A program must establish, train staff on, implement, and enforce a system of health and safety practices that ensure children are kept safe at all times. (7) Administrative safety procedures. Programs establish, follow, and practice, as appropriate, procedures for, at a minimum: (i) Emergencies. (8) Disaster preparedness plan. The program has all-hazards emergency management/disaster preparedness and response plans for more and less likely events including natural and manmade disasters and emergencies, and violence in or near programs.			
EXPECTED OUTCOMES	Refine the process for responding to emergencies to include addressing an active shooter.			
FINANCIAL IMPACT	No Financial Impact			
ACTION STEPS		STAFF RESPONSIBLE	TARGETED COMPLETION DATE	STATUS
1.	Create an Emergency Taskforce Committee	Director of Family and Community Services	2/10/2025	
2.	Evaluate the current emergency procedure and add any needed emergency procedures.	Emergency Taskforce Committee	2/28/2025	
3.	Share the new emergency policy and procedures requirements with partners.	Director of Family & Community Services	2/28/2025	
4.	Provide active shooter training for all staff and partners.	Law Enforcement Agency	10/01/2025	
5.	Update EHS Binder with emergency procedures.	Director of Family & Community Services	5/30/2025	
6.	Conduct random mock emergency drills at centers.	Childcare Owner/Directors	Ongoing	

STAFF PERSON(S) RESPONSIBLE FOR THE IMPLEMENTATION OF THE PLAN:		Vice President, Directors, and Managers		
AREA(S) OF CONCENTRATION:	Education	DATE OF PLAN:	12/2/2024	DATE PLAN WAS UPDATED/REVISED:
IMPACTED REGULATION:	<p>Head Start Performance Standards 1302.92 Training and professional development (c) a program must implement a research-based, coordinated coaching strategy for education staff that:</p> <p>(1) Assesses all education staff to identify strengths, areas of needed support, and which staff would benefit most from intensive coaching;</p> <p>(2) At a minimum, provides opportunities for intensive coaching to those education staff identified through the process in paragraph (c)(1) of this section, including opportunities to be observed and receive feedback and modeling of effective teacher practices directly related to program performance goals;Error! Reference source not found.</p>			
EXPECTED OUTCOMES	Develop a uniform process for identifying teachers for intensive coaching using a research-based classroom observation tool.			
FINANCIAL IMPACT	\$15,000			
ACTION STEPS		STAFF RESPONSIBLE	TARGETED COMPLETION DATE	STATUS
1.	Create a uniform Coaching Policy and Procedures	Director of Child Development and Education Support Services	04/30/2025	
2.	Review the Coaching Policy and Procedures with the education staff	Director of Child Development and Education Support Services	06/30/2025	
3.	Identify a research-based classroom observation tool	<ul style="list-style-type: none"> • Director of Child Development and Education Support Services • Technical Assistance Specialists • Education Specialist 	06/30/2025	
4.	Identify staff to be trained on the classroom observation tool and train-the-trainer.	Director of Child Development and Education Support Services	02/28/2025	
5.	Complete classroom observation tool training and train-the-trainer course	<ul style="list-style-type: none"> • Director of Child Development and Education Support Services • Technical Assistance Specialist 	05/30/2025	
6.	Attain reliability on the classroom observation tool.	Technical Assistance Specialist	07/30/2025	

STAFF PERSON(S) RESPONSIBLE FOR THE IMPLEMENTATION OF THE PLAN:		Vice President, Directors, and Managers		
AREA(S) OF CONCENTRATION:	Health and Nutrition	DATE OF PLAN:	12/2/2024	DATE PLAN WAS UPDATED/REVISED:
IMPACTED REGULATION:	<p>Head Start Performance Standards 1302.42 Child health status and care (b)(1)(i) Obtain determinations from health care and oral health care professionals as to whether or not the child is up-to-date on a schedule of age appropriate preventive and primary medical, mental health, and oral health care, based on: the well-child visits and dental periodicity schedules as prescribed by the Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) program of the Medicaid agency of the State in which they operate, immunization recommendations issued by the Centers for Disease Control and Prevention, and any additional recommendations from the local Health and Mental Health Services Advisory Committee that are based on prevalent community health problems; and</p> <p>(ii) Assist parents with making arrangements to bring the child up-to-date as quickly as possible; and, if necessary, directly facilitate provision of health services to bring the child up-to-date with parent consent as described in §1302.41(b)(1).</p>			
EXPECTED OUTCOMES	Increase the number of hemoglobin and lead screening results submitted			
FINANCIAL IMPACT	Lead screening machine \$5,000; Hemoglobin Screening machine \$1,500			
ACTION STEPS		STAFF RESPONSIBLE	TARGETED COMPLETION DATE	STATUS
1.	Develop training, sample script, and cheat sheet for Family Advocate to inform parents of the importance of hemoglobin (Hgb) and lead screening	Health and Nutrition Managers	1/15/2025	
2.	Develop and distribute a Parent Hgb and Lead Fact Sheet explaining the importance of Hgb and lead screening	Health and Nutrition Managers	12/10/2024	
3.	Train Family Advocates on the importance and requirements of Hgb and lead screenings and review cheat sheet.	Health and Nutrition Managers	1/23/2025	
4.	Monitor caseload monthly to ensure Hgb and lead results are obtained, and follow-up is done	Family Advocates	7/31/2025	

STAFF PERSON(S) RESPONSIBLE FOR THE IMPLEMENTATION OF THE PLAN:		Vice President, Directors, and Managers		
AREA(S) OF CONCENTRATION:	Mental Health	DATE OF PLAN:	12/2/2024	DATE PLAN WAS UPDATED/REVISED:
IMPACTED REGULATION:	Head Start Performance Standards 1302.45 Supports for mental health and well-being. (a) Program-wide wellness supports. To support a program-wide culture that promotes mental health, social and emotional well-being, and overall health and safety, a program must use a multidisciplinary approach that: (2) Coordinates supports for positive learning environments for all children; supportive teacher practices; and strategies for supporting children with social, emotional, behavioral, or mental health concerns Error! Reference source not found.			
EXPECTED OUTCOMES	Train teachers on implementing Conscious Discipline in the classroom to mitigate children's challenging behaviors.			
FINANCIAL IMPACT	No Financial Impact			
ACTION STEPS		STAFF RESPONSIBLE	TARGETED COMPLETION DATE	STATUS
1.	Schedule a meeting with the Conscious Discipline Development Team to receive consultation on implementing Conscious Discipline Program-wide.	Mental Health Manager	1/31/2025	
2.	Identify a Conscious Discipline team to assist in developing a Conscious Discipline Plan.	Mental Health Manager	1/31/2025	
3.	Develop a Conscious Discipline Implementation Plan.	<ul style="list-style-type: none"> • Mental Health Manager • Conscious Discipline team 	2/28/2025	
4.	Share the Conscious Discipline Plan with partners and teachers	<ul style="list-style-type: none"> • Mental Health Manager • Technical Assistance Specialist 	4/30/2025	

STAFF PERSON(S) RESPONSIBLE FOR THE IMPLEMENTATION OF THE PLAN:		Vice President, Directors, and Managers		
AREA(S) OF CONCENTRATION:	Disability	DATE OF PLAN:	12/2/2024	DATE PLAN WAS UPDATED/REVISED:
IMPACTED REGULATION:	<p>Head Start Performance Standards 1302.60 Full participation in program services and activities.</p> <p>A program must ensure enrolled children with disabilities, including but not limited to those who are eligible for services under IDEA, and their families receive all applicable program services delivered in the least restrictive possible environment and that they fully participate in all program activities.</p>			
EXPECTED OUTCOMES	Create uniform guidelines for supporting and fostering collaborative onsite therapy			
FINANCIAL IMPACT	No Financial Impact			
ACTION STEPS		STAFF RESPONSIBLE	TARGETED COMPLETION DATE	STATUS
1.	Create a committee to develop onsite therapy guidelines	Disability Manager	1/24/2025	
2.	Invite members of the committee	Disability Manager	1/24/2025	
3.	Schedule committee meeting	Disability Manager	2/7/2025	
4.	Create guidelines for onsite therapy	Committee	6/27/2025	
5.	Review new guidelines with Technical Assistance Specialists and Family Advocates	Disability Manager	7/11/2025	
6.	Inform the Site Directors of the new guidelines	Disability Manager	8/14/2025	
7.	Inform teachers of the new guidelines	Disabilities Managers	10/31/2025	



Early Learning Coalition Policy Council Meeting

February 20, 2025

Resolution: 02202025-02

Action Requested: Authorize the President and CEO to implement the Early Head Start 2025-2026 Recruitment and Selection Plan.

Fiscal Impact: No financial impact.

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

Strategic Goal:

High Need Areas

Increase Enrollment

Resolution: 02202025-02

AUTHORIZE THE PRESIDENT AND CEO TO IMPLEMENT THE EARLY HEAD STAR 2025-2026 RECRUITMENT AND SELECTION PLAN.

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 authorize the President and CEO to implement the Early Head Star 2025-2026 Recruitment and Selection Plan.

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 20 of February, 2025.

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

By: _____(Secretary's Signature)_____

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

Background

Head Start regulations require programs to establish selection criteria for selecting families that are eligible for the program. The selection criteria would consider family income and appropriate factors to determine the child's eligibility for the program. Additionally, federal regulations require the plan for recruiting and selecting parents to be approved by the Governing Board and the Policy Council.

Regulations:

1302.13 Recruitment of children. In order to reach those most in need of services, a program must develop and implement a recruitment process designed to actively inform all families with eligible children within the recruitment area of the availability of program services, and encourage and assist them in applying for admission to the program. A program must include specific efforts to actively locate and recruit children with disabilities and other vulnerable children, including homeless children and children in foster care.

1302.14(a)(1) Selection Criteria. A program must annually establish selection criteria that weigh the prioritization of selection of participants, based on community needs identified in the community needs assessment as described in §1302.11(b), and including family income, whether the child is homeless, whether the child is in foster care, the child's age, whether the child is eligible for special education and related services, or early intervention services, as appropriate, as determined under the Individuals with Disabilities Education Act (IDEA) (20 U.S.C. 1400 et seq.) and, other relevant family or child risk factors.



2025- 2026 Early Head Start Recruitment and Selection Plan

Board approval:
Policy Council approval:

Purpose

This Recruitment and Selection Plan is a framework intended to increase community awareness about the program, increase the selection pool of available childcare partners, encourage families to apply for services and select and enroll the neediest and most at-risk families in the community. The plan ensures outreach is conducted to actively recruit and engage families and childcare partners in the targeted population. The purpose (goal) of recruitment is to ensure 100% enrollment on day one of services and throughout the program year. Careful planning and well-thought-out recruitment efforts will target both families and childcare centers. For families, it will ensure that the neediest families in the community are knowledgeable about the program, apply for services, and are selected using a point system that aligns with the family's current living situation. For partners, it ensures the program establishes a healthy waitlist of knowledgeable and accredited centers located in areas of great need to guarantee slots are allocated timely.

Timeframe

This plan is used to recruit eligible families and partners for the 2024-2025 school year. Recruitment efforts will be conducted year-round to ensure children are selected once a vacancy occurs.

Target Population

- Homeless
- Pregnant women
- Foster/kinship care
- Families with prior Department of Children and Families (DCF) history
- Temporary Assistance to Needy Families (TANF) recipients
- Supplemental Security Income (SSI) recipients
- Supplemental Nutrition Assistance Program (SNAP) recipients
- Low-income families
- Domestic violence/Incarcerated Parents/At-Risk/Substance Abuse
- Children with Individual Family Support Plan (IFSP) or diagnosed disabilities
- Teenaged parents
- Families impacted by gun violence
- Children with subsidized care?
- Migrant families (Focus on Little Havana and South Miami)

Outreach and Recruitment

Enrollment in the program is a year-round process that begins with outreach and recruitment. Outreach consists of the program's efforts to partner with agencies in the community to spread the word about the services offered to families. Outreach is a collaborative effort that addresses community needs and opens the door for recruitment opportunities.

Recruitment is the systematic process of informing families about the program and inviting them to apply for the program. Recruitment is a collaborative process that relies heavily on the partnerships created during outreach efforts. This collaboration commences with a meeting between the Director of Family and Community Engagement, program staff, and community organizations. The Director of Family and Community Engagement and the Family Advocate Supervisors meet with partnering organizations to inform partners about upcoming enrollment opportunities. Family Advocates are assigned to assist childcare partners with part one applications as requested. During the recruitment process, Family Advocates

continue to conduct outreach efforts to identify additional locations in the catchment areas to recruit eligible children. The program relies on Inquiry Logs (see Appendix A) to ensure all interested families have an opportunity to apply. The Inquiry Logs record the contact information of interested families. Family Advocates follow up with families to share information about the program, answer parents' questions, and explain the application process. At the provider level, Inquiry Logs (see Appendix A) will be available for interested participants while Family Advocates are offsite. This log is also available at partnering organizations. Partners are also required to recruit eligible participants to help increase their waitlist (see Appendix B).

Outreach Strategies

Outreach strategies will be conducted in each of the targeted areas. Outreach strategies will include but are not limited to:

- Attending community fairs and meetings to increase the community's general awareness of our program's mission, goals, and services.
- Ensuring staff understand and build a relationship with community organizations in their respective areas, to increase our pool of resources and better serve the community.
- Maintaining partnerships mutually beneficial to the program and its community partners through Memorandums of Understanding (MOU), offering reciprocal training for staff, and combining efforts to organize events that will benefit the community.
- The program has partnered with Armstrong Creative Consulting to assist with outreach and recruitment efforts

Recruitment Strategies

Recruitment activities inform families of the comprehensive services offered by the program and encourage them to apply. Throughout the year, the program will engage in recruitment activities held by organizations that serve the target population. The program plans to increase its social media and online presence. Recruitment includes but is not limited to:

Community Recruitment

- Announce open enrollment in school newsletters;
- Provide postcards, flyers, and applications in partnering childcare centers and other establishments;
- Attend community/health fairs;
- Obtain video and/or written testimonials from parents;
- Attend family events at Miami-Dade County Public Library System;
- Attend "Baby Shower" events;
- Canvas hospital maternity and labor and delivery wards;
- Visit doula network centers;
- Canvass low-income housing developments and apartments in the area for applicants;
- Canvass local grocery stores, churches, laundromats, convenience stores, and restaurants;
- Partner with community organizations that provide services to low income families;
- Send flyers or postcards home with children;
- Conduct presentations about the program at PTA and private, charter and public school staff meetings;
- Post postcards in the office of student affairs of colleges;
- Provide registration information to college advisors Miami Dade College;

- Put postcard in local trade school registration offices;
- Attend virtual events;
- Collaborate with community partners for incoming referrals;
- Distribute flyers at farm share events/locations, food banks, food pantries, and food drives;
- Participate in Walking One Stop Events;
- Post enrollment announcements on ELC website;
- Advertise open enrollment in “signature lines” on ELC emails;
- Increase Early Head Start social media presence;
- Include outreach strategies when executing MOU’s with partner agencies; and
- Will provide modern technologies to encourage and assist families in applying for admission into the program and to reduce the family’s administrative paperwork burden in the application and enrollment process.

Early Head Start Partners

- Participate in at least two (2) canvassing and recruitment opportunities
- Assist interested families with initiating and completing the online application
- Display postcards and recruitment materials (Video tours, updating websites, including EHS in any advertisement for their center)
- Inform all families about Early Head Start opportunities

Early Head Start Parents

- Send information related to recruitment in the Neighborhood Place Digest (parent newsletter)
- Encourage parents to share postcards with friends and coworkers

The following media may be used continually to recruit eligible children: postcards, newsletters, banners, signs, public service announcements, billboards, bus wraps, news releases, and/or door-to-door canvassing. The Early Head Start Director of Family and Community Engagement will submit all media to the Early Learning Coalition’s Communications Department for approval before broadcast, posting, or distribution.

Selection

Selection is the process by which a program uses a fair and objective point system to select applicants who would benefit most from services. The program developed selection criteria that prioritize eligible family and child risk factors. During selection, the program will consider excessive housing costs. Selection criteria are developed each year considering the community's needs and family welfare. Families with the highest number of priority points are given preference for enrollment into the program.

Selection Criteria

Selection Criteria	
Criteria	Points
A. Income	
Low Income 0 – 25% of the Poverty Guidelines	100
Low Income 26% – 50% of the Poverty Guidelines	95
Low Income 51% –75% of the Poverty Guidelines	85
Low Income 76% – 100% of the Poverty Guidelines	75
B. Child Age	
0 - 11 months	150
12 months – 2 years old	100
2 years and 1 month – 3 years old	80
C. Gestational Age of Pregnant Women	
First trimester	150
Second trimester	100
Third trimester	80
D. Disability	
Diagnosed Disability with IFSP	375
Condition Diagnosed by a Professional	230
Identified as having concerns through a screener completed by a qualified professional	50
Parental Concern	50
E. School Readiness	
BG-8 (Working Poor and Income Eligible)	250
BG-5 (Transitional Child Care referred by Career Source of South Florida or DCF Access program)	230
BG-3 [Referred by Temporary Assistance to Needy Families (TANF)]	200

Criteria	Points
BG-1 (At-Risk referred by DCF Protective Investigation Unit)	175
Waitlisted applicants	100
F. Parental Status	
Foster Parent	100
Legal Guardian	95
One Parent Family	90
Two Parent Family	60
G. Other Factors	
Documented Homeless	230
Documented Working Parent	200
Documented Student	200
Documented Supplemental Security Income (SSI)Recipients	150
Documented Incarcerated Parents	150
Documented Temporary Assistance to Needy Families (TANF) recipient	150
Domestic Violence	150
Documented Supplemental Nutrition Assistance Program (SNAP) recipients	150
Families with prior Department of Child and Families (DCF) History	100
Documented Disaster Evacuee	100
Documented Impacted by Gun Violence	100
Documented Substance Abuse	90
Document DCF Referral and Court Order	90
Prenatal & Postpartum Depression	85
High-risk Pregnancies	85
Prior Stillbirth or Miscarriage	85
Documented Sibling of Returning Student	85
Documented Teen Parent	75
Documented Migrant Seasonal Farm Worker	75
Currently employed with Early Head Start program/Site	75
Documented Public Housing Resident	75
Documented Infant Mortality	75
Documented Parental Disability	50
Documented Pregnant Woman	50
Enrolled in Current Center	50
Referral from Partnering Agency	50

Timeline of events August- July

Event	Month	Responsible Party
<ul style="list-style-type: none"> Parent Orientation 	August	All staff
<ul style="list-style-type: none"> Start of new program year Identify and contact no-shows 	August	Family Advocates
<ul style="list-style-type: none"> Participate in Annual Breastfeeding Awareness Walk 	August	Family Advocates
<ul style="list-style-type: none"> Attend The Children’s Trust Annual Family Expo 	September	All staff invited
<ul style="list-style-type: none"> Participate in public housing canvassing 	September	Family Advocates
<ul style="list-style-type: none"> Start of Fall Open Enrollment 	September	
<ul style="list-style-type: none"> Advertise open enrollment in “signature lines” on ELC email 	Ongoing	Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors
<ul style="list-style-type: none"> End of open enrollment and last day for a transfer request to be submitted. Review database to ensure accuracy of New Status 	November	Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors
<ul style="list-style-type: none"> Participate in the Annual Miami Book Fair 	November	Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors
<ul style="list-style-type: none"> Participate in the Annual Holiday Homestead/Florida City Health & Resource Fair 	November	Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors
<ul style="list-style-type: none"> Review and revise Recruitment and Selection Plan 	January	Director of Family & Community Engagement, & Family Advocate Supervisors
<ul style="list-style-type: none"> Develop, present, and approve the 2025-2026 Recruitment Plan to Policy Council and ELCMDM Board. 	January to February	Director of Family and Community Engagement, Family Advocate Supervisors, ELC Communication Department, Board Members, Policy Council
<ul style="list-style-type: none"> Update poverty guidelines 	February	Director of Family and Community Engagement
<ul style="list-style-type: none"> February 7, 2025 - Review the Waitlist to remove aged-out children. New families enrolled in place of transitioning children. 	February	Family Advocates
<ul style="list-style-type: none"> February 14, 2025 - Modify applicable information on the online application. 	February	EHS Leadership and Family Advocates
<ul style="list-style-type: none"> February 17, 2025 - Contact families on waitlist via email, text, and phone to confirm their interest in the program and provide updated income. 	February	Family Advocates and ERSEA Clerk
<ul style="list-style-type: none"> Distribute recruitment information to targeted areas of low enrollment/ low waiting list numbers via: <ul style="list-style-type: none"> School newsletters/calendars meetings Community locations Door-to-door canvassing 	March	All EHS staff

Event	Month	Responsible Party
<ul style="list-style-type: none"> • Advertise open enrollment in “signature lines” on ELC emails • April 21, 2025 - End of open enrollment, last day for transfer request to be submitted, last day for waitlist families to submit updated applications and income. 	April	Family Advocates, Director of Family and Community Engagement, Family Advocate Supervisors
<ul style="list-style-type: none"> • May 5 to May 16, 2025 - Run prioritization and conduct selection • May 5 to June 13, 2025 - Contact families for enrollment interviews 	May	Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors
<ul style="list-style-type: none"> • June 20, 2025 - Complete Enrollment Interview 	June	Family Advocates, Director of Family and Community Engagement, and Family Advocate Supervisors
<ul style="list-style-type: none"> • July 18, 2025 - Enrollment Interviews reviewed 	July	Director of Family and Community Engagement, and Family Advocate Supervisor
<ul style="list-style-type: none"> • July 21, 2025 - Finalize and distribute classroom rosters to sites 	July	Family Advocates, Technical Assistance Specialist & Director of Family and Community
<ul style="list-style-type: none"> • Refer expectant mothers and siblings, ages birth to two years, to Early Head Start 	Ongoing	Providers
<ul style="list-style-type: none"> • Attend meetings and/or make presentations at: <ul style="list-style-type: none"> ○ WIC ○ Relief Nursery ○ Early Steps ○ Housing Authorities ○ Social Service/Community Action Programs ○ DCF Agencies ○ Other meetings as appropriate 	Ongoing	All EHS Staff
<ul style="list-style-type: none"> • Provide flyers for the following: <ul style="list-style-type: none"> ○ Farm shares ○ Food drives ○ Health Fairs 	Ongoing	All Staff
<ul style="list-style-type: none"> • Assign EHS staff to recruitment activities • Distribute Recruitment materials to partnering agencies 	Ongoing	All Staff

Canvassing Events

Canvassing Resources	Service Area	Type of Service
Florida City WIC and City Hall Office	Homestead	Social Service
Sedano's 831 NE 8th St, Homestead, FL 33030	Homestead	Grocery Store
Sedano's 1263 West Flagler St. Miami, FL 33135	Central	Grocery Store
Florida City Walmart 33501 S Dixie Hwy, Florida City, FL 33034	North	Grocery Store
Walmart Supercenter 3200 NW 79th St, Miami, FL 33147	North	Grocery Store
Price Choice 4500 NW 183rd St, Miami Gardens 33055	Miami Gardens	Grocery Store
Presidente Supermarket: 1895 SW 8th St, Miami, FL 33135	Central	Grocery Store
Walmart Neighborhood Market 3791 NW 167th St	Miami Garden	Grocery Store
Winn-Dixie 1150 NW 54th St, Miami, FL 33127	Liberty City	Grocery Store
Dr. Pierre Blemur, MD 18373 NW 27th Ave	Miami Gardens	Doctor's Office
CHI Homestead/Perrine	Homestead	Doctor's Office
Pediatric Associates 3084 NE 41st Terrace, Homestead, FL 33033	Homestead	Doctor's Office
Borinquen Health Care 3601 Federal Highway Miami, FL 33137	Liberty City	Doctor's Office
Zambrano Pediatrics 1555 N Krome Ave, Homestead, FL 33030	Homestead	Doctor's Office
Pediatrics Associate 1193 W. 49th Street, Hialeah, FL 33012	Central	Doctor's Office
Doctors Medical Center 4888 NW 183rd St suite 101, Miami Gardens FL 33055	Miami Gardens	Doctor's Office
Pediatric associates Skylake 1610 NE Miami Gardens Dr	Miami Gardens	Doctor's Office
University of Miami Pediatrics 1120 NW 14th St, Miami, FL 33136	North	Doctor's Office
Frederica Wilson and Juanita Mann Health Center 2520 NW 75 ST	Liberty City	Doctor's Office
Carol City WIC office 4737 NW 183rd St, Opa-Locka	North	WIC Office
Florida City WIC Office	Florida City	WIC Office
WIC Homestead 753 W Palm Dr, Florida City, FL 33034	Homestead	WIC Office
WIC/Miami Dade Health 1350 N.W. 14 St. Miami, FL 33125	Central	WIC Office
Joe DiMaggio 1005 Joe DiMaggio Drive Hollywood, FL 33021	North	Hospital
Homestead Hospital 975 Baptist Way, Homestead, FL 33033	Homestead	Hospital
Nicklaus Children's Hospital 3100 S.W. 62 Ave. Miami, FL 33155	Central	Hospital
Child Enrichment Center 1825 NW 167th St. Miami Gardens	Miami Gardens	DCF Agency
Acción Community Action Center 970 S.W. 1 St. Miami, FL 33130	Central	Social Service

Canvassing Resources	Service Area	Type of Service
Hialeah Community Action Center 300 E 1 st Ave, Hialeah, FL 33010	Hialeah	Social Service
Florida DCF Community Group, 1490 NW 27th Ave, Miami, FL 33125	Miami Gardens	DCF Agency
Florida Department of Children and Families 1490 NW 27th Ave	Miami Gardens	DCF Agency
Florida City Dental 786 S Homestead Blvd, Homestead, FL 33030	Homestead	Dental Office
La Casita Dental 127 N.W. 12 Ave. Miami, FL 33128	Central	Dental Office
UF Health Dental Center 750 E 25th St, Hialeah, FL 33013	Hialeah	Dental Office
AC Pediatric Dentistry & Orthodontics, 2950 SW 8th St, Miami, FL 33135	Central	Dental Office
Jessie Trice Community Health Center 2520 NW 75th St, Miami, FL 33147	Liberty City	WIC Office
Florida City Dental 786 S Homestead Blvd, Homestead, FL 33030	Florida City	Dental Office
La Casita Dental 127 N.W. 12 Ave. Miami, FL 33128	Liberty City	Dental Office
West Homestead Elementary 1550 SW 6th St, Homestead, FL 33030	Homestead	School
Ada Merritt K-8 Center 660 S.W. 3 Ave. Miami, FL 33130	Central	School
Miami-Dade Public Libraries	Miami Dade County	Library
Maya Angelou Elementary School 1850 NW 32nd St, Miami, FL 33142	Miami Gardens	School
Citrus Grove Elementary School	Miami Gardens	School
Charles Drew Elementary School	Liberty City	School
Lindsey Hopkins 750 NW 20th St	Liberty City	Church
City Church 1700 N Krome Ave, Homestead, FL 33030	Homestead	Church
St. Barbara Catholic Church 1156 S.W. 6 St. Miami, FL 33130	Central	Church
Agape Family Ministries 9715 SW 161st St, Miami, FL 33157	Homestead	Church
Iglesia San Juan Bosco 1371 W Flagler St, Miami, FL 33125	Central	Church
St. John Bosco Catholic Church, 1349 W Flagler St, Miami, FL 33135	Central	Church
Liberty City Church of Christ 1263 NW 67th St, Miami, FL 33147	Liberty City	Church
Perrine Community Action Center 17801 Homestead Ave, Miami, FL 33157	Homestead	Social Service
Miami Bridge Community Center 2810 N. River Dr. Miami, FL 33125	Homestead	Foster/ Group Home Facility
Lutheran Services 16201 SW 95th Ave, Miami, FL 33157	Homestead	Social Service
His House Children's Home 20000 NW 47th, Opa Locka, FL 33055	Miami Gardens	DCF Agency

Canvassing Resources	Service Area	Type of Service
Abriendo Puertas INC. 1401 SW 1st St, Miami, FL 33135	Central	Social Service Agency
Liberty City Community Action Agency 6100 NW 7th Ave A, FL 33127	Central	Misc.
Viernes Cultural Little Havana (ongoing)	Central	Misc.
Livin2travel 176 NW 28th St, Miami, FL 33127	Central	Misc.
Children's Trust Family Expo	North	Misc.
MCI back-to-school drive	North	Misc.
Family Fun Day 101 W Flagler St, Miami, FL 33130	Central	Misc.
Centro Mater Health Fair	Central	Misc.
Miami-Dade County Book Fair	North	Misc.
Campbell Arms Low Income Housing 800 NE 12th Avenue, Homestead	Homestead	Housing Authorities
U.S. Department of Housing & Urban Affairs 1401 N.W. 7 St. Miami, FL 33136	Central	Housing Authorities
Community Partnership Homeless 28205 SW 124th Ct, Homestead, FL 33033	Homestead	Housing Authorities
MDC Public Housing & Community Development 701 NW 1st, Ct, Miami, FL 33136	North	Housing Authorities
Miami-Dade Housing Agency- 5125 NW 22nd Ave Miami, FL	Miami Gardens	Housing Authorities
Neighborhood Housing Services, 300 NW 12th Ave, Miami, FL 33128	Liberty City	Housing Authorities
Miami Dade Housing Agency 5125 NW 22nd Ave	Miami Gardens	Housing Authorities
Little Haiti Housing Ass 181 NE 82nd ST #2	Liberty City	Housing Authorities
Farm Share	All Regions	Social Service
Miami Maternity Center, 140 NE 119 th St.	North Miami	Birthing center
Magnolia Birth House, 16821 NE 6 th Ave	North Miami	Birthing center
Amazing births and beyond 17184 W Dixie Hwy	North Miami	Birthing center
Natural Birth Center 16600 NE 8 th Ave	North Miami	Birthing center
Planned Parthood 585 N.W 161 St. Ste. 200	Miami	Public Health Clinic
Birthing Center of South Florida, 646 W Palm Dr, Homestead FL 33034	Homestead	Birthing center
Special Delivery Health Center 123 N Krome Ave Ste. 101	Homestead	OB/GYN
Holistic South Pregnancy & Birthing Center 9275 SW 152 nd St	Homestead	OB/GYN
Women's and Teens Health Center 16876 NE 19 th Ave	North Miami	OB/GYN
Metro Miami 100 NW 170 th St Ste. 304	Miami Gardens	OB/GYN
Maternal-Fetal Medicine 16400 NW 2 nd Ave #101	Miami Gardens	OB/GYN
Southside OBGY PLLC 1380 NW Miami Gardens Drive	Miami Gardens	OB/GYN

Canvassing Resources	Service Area	Type of Service
Jackson Health and Women Services 1801 NW 9 th Ave. Ste. 201	Liberty City	OB/GYN
Marilyn Huang UM Health 1475 NW 12ave	Liberty City	OB/GYN
Cope Center North 9950 NW 19 th Ave, Miami FL	Miami	School
Cope Center South 10225 SW 147 th Terr.	South	School

October 2024 Expenditure Report

Early Learning Coalition of Miami-Dade/ Monroe					
Early Head Start					
October 2024					
Expense Category	Budget	Monthly Expenses	Actual YTD Expenses	Remaining Balance	YTD Percentage
a - Personnel	3,097,356.00	233,251.93	670,558.39	2,426,797.61	21.65%
b - Fringe	1,120,695.00	84,161.10	257,892.53	862,802.47	23.01%
d - Equipment	32,752.00	-	-	32,752.00	0.00%
e - Supplies	165,389.00	39,032.39	67,834.72	97,554.28	41.02%
f - Contractual-Child Care Services	6,406,006.00	629,878.76	1,787,398.78	4,618,607.22	27.90%
f - Contractual-Contractual Services	722,813.00	85,533.04	164,725.87	558,087.13	22.79%
h - Other	539,468.00	42,371.71	216,394.31	323,073.69	40.11%
TTA Total Expenses (c - Travel & h - Other)	232,374.00	30,300.49	40,915.05	191,458.95	17.61%
Total Expenses	12,316,853.00	1,144,529.42	3,205,719.65	9,111,133.35	26.0%

This chart shows the current month's expenses for up to the previous 12 months in this roll.

Term	Definition
Fiscal Year	August 1, 2023- July 31, 2024
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.

October 2024 Credit Card Report

Dist. Code	Transaction Date	AMEX Description	Traveler	ELC Description	Amount
520EHT	10/1/2024	Travel & Lodging	EHS Staff	Lodging to attend AELC Training	\$227.99
520EHT	10/1/2024	Travel & Lodging	EHS Staff	Lodging to attend Conscious Discipline Annual Conference	\$802.70
Total:					\$1,030.69

November 2024 Expenditure Report

Early Learning Coalition of Miami-Dade/ Monroe Early Head Start

November 2024

Expense Category	Budget	Monthly Expenses	Actual YTD Expenses	Remaining Balance	YTD Percentage
a - Personnel	3,097,356.00	230,521.99	901,080.38	2,196,275.62	29.09%
b - Fringe	1,120,695.00	84,337.90	342,230.43	778,464.57	30.54%
d - Equipment	32,752.00	-	-	32,752.00	0.00%
e - Supplies	165,389.00	19,870.30	87,705.02	77,683.98	53.03%
f - Contractual-Child Care Services	6,406,006.00	386,986.66	2,174,385.44	4,231,620.56	33.94%
f - Contractual-Contractual Services	722,813.00	43,400.48	208,126.35	514,686.65	28.79%
h - Other	539,468.00	24,626.95	241,045.19	298,422.81	44.68%
TTA Total Expenses (c - Travel & h - Other)	232,374.00	13,812.54	54,727.59	177,646.41	23.55%
Total Expenses	12,316,853.00	803,556.82	4,009,300.40	8,307,552.60	32.6%

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

Term	Definition
Fiscal Year	August 1, 2023- July 31, 2024
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.

November 2024 Credit Card Report

Dist. Code	Transaction Date	AMEX Description	Traveler	ELC Description	Amount
520EHT	11/1/2024	Travel & Lodging	EHS Staff	-	\$ -
Total:					\$ -

December 2024 Expenditure Report

Early Learning Coalition of Miami-Dade/ Monroe

Early Head Start

December 2024

Expense Category	Budget	Monthly Expenses	Actual YTD Expenses	Remaining Balance	YTD Percentage
a - Personnel	3,097,356.00	229,248.06	1,130,328.44	1,967,027.56	36.49%
b - Fringe	1,120,695.00	84,112.86	426,343.29	694,351.71	38.04%
d - Equipment	32,752.00	-	-	32,752.00	0.00%
e - Supplies	165,389.00	5,310.66	93,015.68	72,373.32	56.24%
f - Contractual-Child Care Services	6,406,006.00	399,798.86	2,446,031.72	3,959,974.28	38.18%
f - Contractual-Contractual Services	722,813.00	40,917.65	249,044.00	473,769.00	34.45%
h - Other	539,468.00	25,481.38	266,526.57	272,941.43	49.41%
TTA Total Expenses (c - Travel & h - Other)	232,374.00	1,127.02	55,854.61	176,519.39	24.04%
Total Expenses	12,316,853.00	785,996.49	4,667,144.31	7,649,708.69	37.9%

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

Term	Definition
Fiscal Year	August 1, 2023- July 31, 2024
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.

December 2024 Credit Card Report

Dist. Code	Transaction Date	AMEX Description	Traveler	ELC Description	Amount
520EHT	12/31/2024	Travel & Lodging	EHS Staff	Lodging credit from AELC Training	\$(227.99)
520EHT	12/31/2024	Travel & Lodging	EHS Staff	Lodging to attend NHSA Leadership and FSU Breastfeeding Training	\$1,219.87
Total:					\$991.88

November 2024 Meal Report

Center	Breakfast		Lunch		Snack	
	# of Meals	% of Meals	# of Meals	% of Meals	# of Meals	% of Meals
7 Heaven Learning Center	420	93%	450	99%	414	91%
B&G Preschool	594	100%	594	100%	594	100%
BOLA Childcare & Learning Center	228	100%	229	100%	225	98%
Children Of The New Sun Academy	331	100%	332	100%	320	96%
GBilly Jr	467	100%	467	100%	462	99%
It's A Small World Academy II	99	100%	99	100%	99	100%
It's A Small World II (L.C.)	326	100%	326	100%	326	100%
It's A Small World VII	708	100%	707	100%	708	100%
K.K.L.B. Learning Center, Inc	168	100%	168	100%	168	100%
Kids Small World Learning Center	402	86%	464	99%	440	94%
Kinderkids Academy III	470	96%	489	100%	461	94%
Kinderland 4 Kids	252	100%	252	100%	247	98%
Lincoln Marti - 102	285	85%	337	100%	334	99%
Lincoln Marti - 450	709	76%	931	100%	788	84%
Lincoln Marti - 905	240	94%	252	99%	233	91%
Lincoln Marti - 940	333	99%	329	98%	301	90%
Little Red School House	230	100%	230	100%	230	100%
Lord's Learning Center, Inc.	244	96%	252	100%	244	96%
Miami Gardens Learning Center	342	97%	342	97%	346	99%
My Little Angels Day Care Center	515	100%	513	99%	498	97%
Naranja Prep Academy Annex	190	100%	190	100%	190	100%
New Aladdin Learning Center	425	84%	505	100%	485	96%
Rainbow Intergenerational	559	96%	580	99%	560	96%
Springview Academy Of Hialeah	547	100%	546	100%	522	95%
Step Above Academy	209	98%	211	99%	188	88%
Sunshine Preschool	655	100%	656	100%	656	100%
Tiny Tykes	308	100%	308	100%	300	97%
Early Learning Coalition of Miami-Dade/Monroe	9,836	91%	10,309	95%	9,925	92%

December 2024 Meal Report

Center	Breakfast		Lunch		Snack	
	# of Meals	% of Meals	# of Meals	% of Meals	# of Meals	% of Meals
7 Heaven Learning Center	372	88%	418	99%	389	92%
B&G Preschool	674	100%	674	100%	674	100%
BOLA Childcare & Learning Center	224	100%	220	98%	220	98%
Children Of The New Sun Academy	297	100%	297	100%	275	93%
GBilly Jr	599	100%	599	100%	594	99%
It's A Small World Academy II	105	100%	105	100%	105	100%
It's A Small World II (L.C.)	294	97%	294	97%	289	96%
It's A Small World VII	695	100%	694	100%	695	100%
K.K.L.B. Learning Center, Inc	175	100%	175	100%	175	100%
Kids Small World Learning Center	405	80%	502	99%	472	93%
Kinderkids Academy III	438	90%	483	100%	461	95%
Lincoln Marti - 102	277	85%	326	100%	325	99%
Lincoln Marti - 450	680	75%	897	99%	761	84%
Lincoln Marti - 905	210	96%	219	100%	217	99%
Lincoln Marti - 940	284	99%	280	98%	260	91%
Little Red School House	283	100%	283	100%	283	100%
Lord's Learning Center, Inc.	210	99%	210	99%	206	97%
Miami Gardens Learning Center	326	97%	332	99%	323	96%
My Little Angels Day Care Center	409	100%	407	99%	388	95%
Naranja Prep Academy Annex	162	100%	162	100%	162	100%
New Aladdin Learning Center	466	98%	475	100%	458	96%
Rainbow Intergenerational	608	95%	635	99%	588	91%
Springview Academy Of Hialeah	508	93%	545	100%	495	91%
Step Above Academy	238	97%	245	100%	228	93%
Sunshine Preschool	749	100%	749	100%	749	100%
Tiny Tykes	349	99%	351	100%	343	98%
Early Learning Coalition of Miami-Dade/Monroe	9,665	91%	10,159	96%	9,746	92%

January 2025 Meal Report

Center	Breakfast		Lunch		Snack	
	# of Meals	% of Meals	# of Meals	% of Meals	# of Meals	% of Meals
7 Heaven Learning Center	490	90%	539	99%	511	94%
B&G Preschool	678	100%	678	100%	678	100%
BOLA Childcare & Learning Center	237	99%	240	100%	238	99%
Children Of The New Sun Academy	379	100%	378	100%	365	96%
GBilly Jr	692	100%	693	100%	689	99%
It's A Small World Academy II	124	100%	124	100%	124	100%
It's A Small World II (L.C.)	380	100%	380	100%	380	100%
It's A Small World VII	853	100%	853	100%	853	100%
K.K.L.B. Learning Center, Inc	179	100%	170	95%	179	100%
Kids Small World Learning Center	442	85%	518	99%	497	95%
Kinderkids Academy III	574	94%	606	99%	579	94%
Lincoln Marti - 102	291	82%	353	99%	352	99%
Lincoln Marti - 450	794	75%	1,050	100%	876	83%
Lincoln Marti - 905	225	89%	251	99%	234	92%
Lincoln Marti - 940	395	99%	395	99%	376	94%
Little Red School House	310	99%	311	100%	312	100%
Lord's Learning Center, Inc.	236	98%	238	99%	236	98%
Miami Gardens Learning Center	396	99%	401	100%	400	100%
My Little Angels Day Care Center	534	100%	530	99%	494	92%
Naranja Prep Academy Annex	199	100%	198	99%	198	99%
New Aladdin Learning Center	586	92%	636	100%	633	99%
Rainbow Intergenerational	669	94%	703	99%	684	96%
Springview Academy Of Hialeah	744	99%	745	100%	732	98%
Step Above Academy	256	96%	265	99%	237	89%
Sunshine Preschool	819	100%	819	100%	819	100%
Tiny Tykes	392	100%	392	100%	392	100%
Early Learning Coalition of Miami-Dade/Monroe	11,384	91%	11,927	95%	11,557	92%

November 2024 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
GbBilly Jr.	32	32	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	10	0
Kids Small World Learning Center	32	32	0
Kinderkids Academy III	40	40	0
Kinderland 4 Kids	16	15	15
Lincoln Marti - 102	24	24	0
Lincoln Marti - 450	64	64	0
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	32	32	0
Rainbow Intergenerational	40	40	0
Springview Academy of Hialeah	40	40	0
Step Above Academy	16	16	0
Sunshine Preschool	48	48	0
Tiny Tikes	24	24	0
Total:	750	734	16

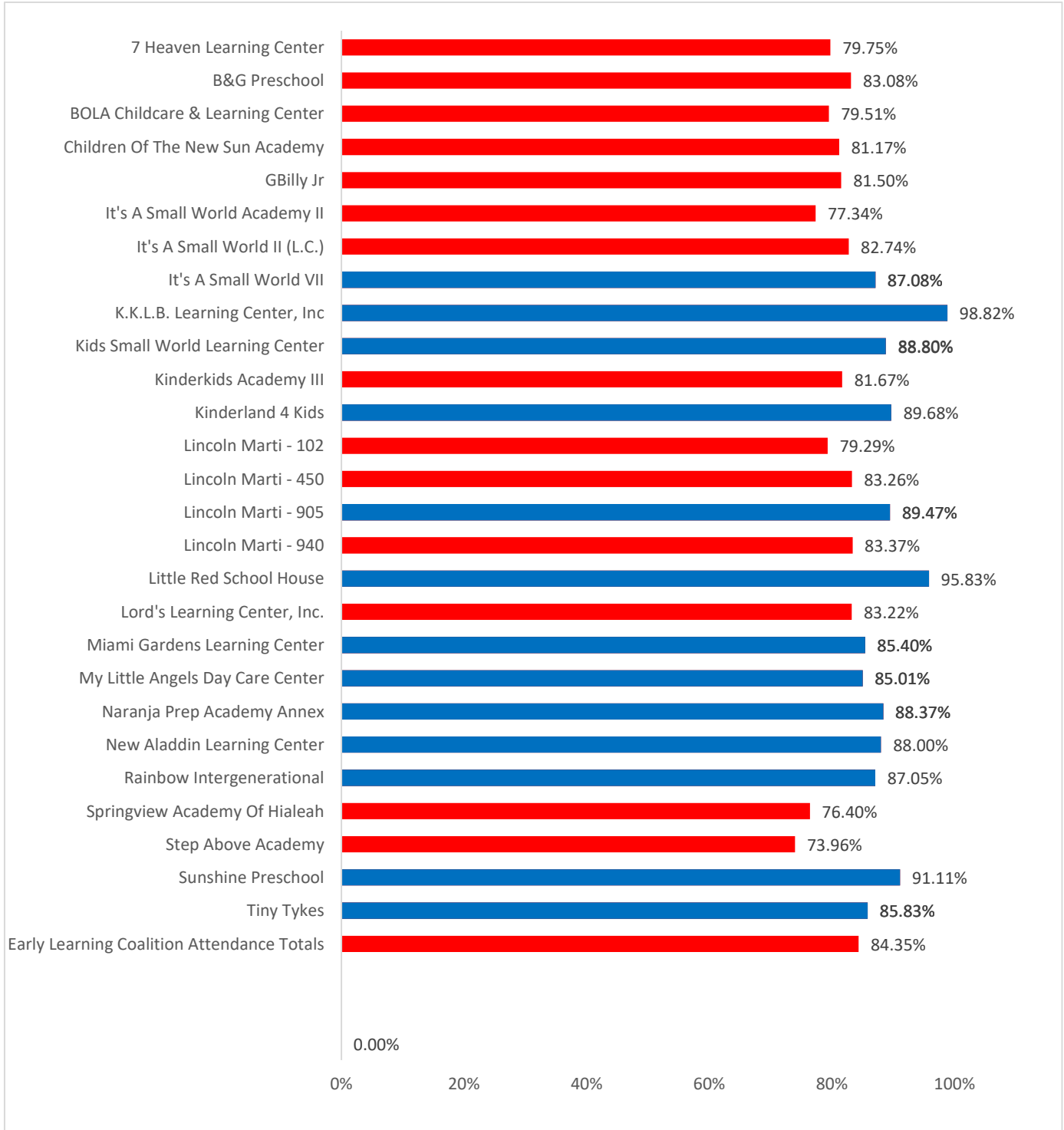
December 2024 Enrollment Report

Center	Funded Enrollment	Actual Enrollment	Vacancies
7 Heaven Learning Center	32	30	2
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	7	1
It's A Small World II	24	24	0
It's A Small World VII	48	48	0
K.K.L.B. Learning Center, Inc.	10	10	0
Kids Small World Learning Center	32	32	0
Kinderkids Academy III	40	40	0
Lincoln Marti - 102	24	24	0
Lincoln Marti - 450	64	64	0
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	40	0
Springview Academy of Hialeah	40	40	0
Step Above Academy	16	16	0
Sunshine Preschool	48	48	0
Tiny Tikes	24	23	1
Total:	750	746	4

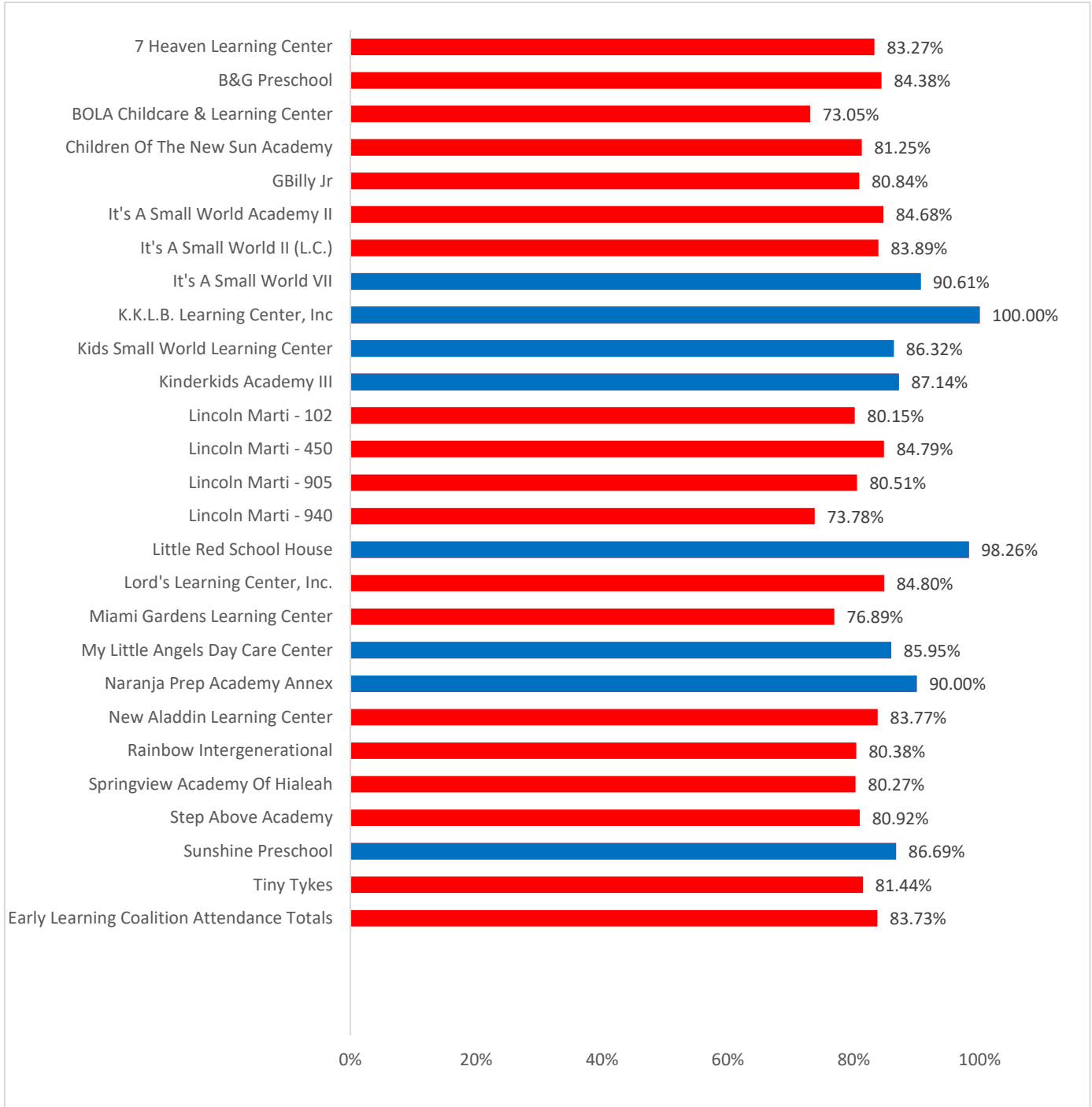
January 2025 Enrollment Report

Center	Funded Enrollment	Actual Enrollment	Vacancies
7 Heaven Learning Center	32	31	1
B&G Preschool	40	40	0
BOLA Childcare & Learning Center	16	16	0
Children of the New Sun Academy	24	24	0
GbBilly 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	47	1
K.K.L.B. Learning Center, Inc.	10	10	0
Kids Small World Learning Center	32	32	0
Kinderkids Academy III	40	40	0
Lincoln Marti - 102	24	24	0
Lincoln Marti - 450	64	64	0
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	40	0
Springview Academy of Hialeah	40	40	0
Step Above Academy	16	16	0
Sunshine Preschool	48	48	0
Tiny Tikes	24	24	0
Total:	750	747	3

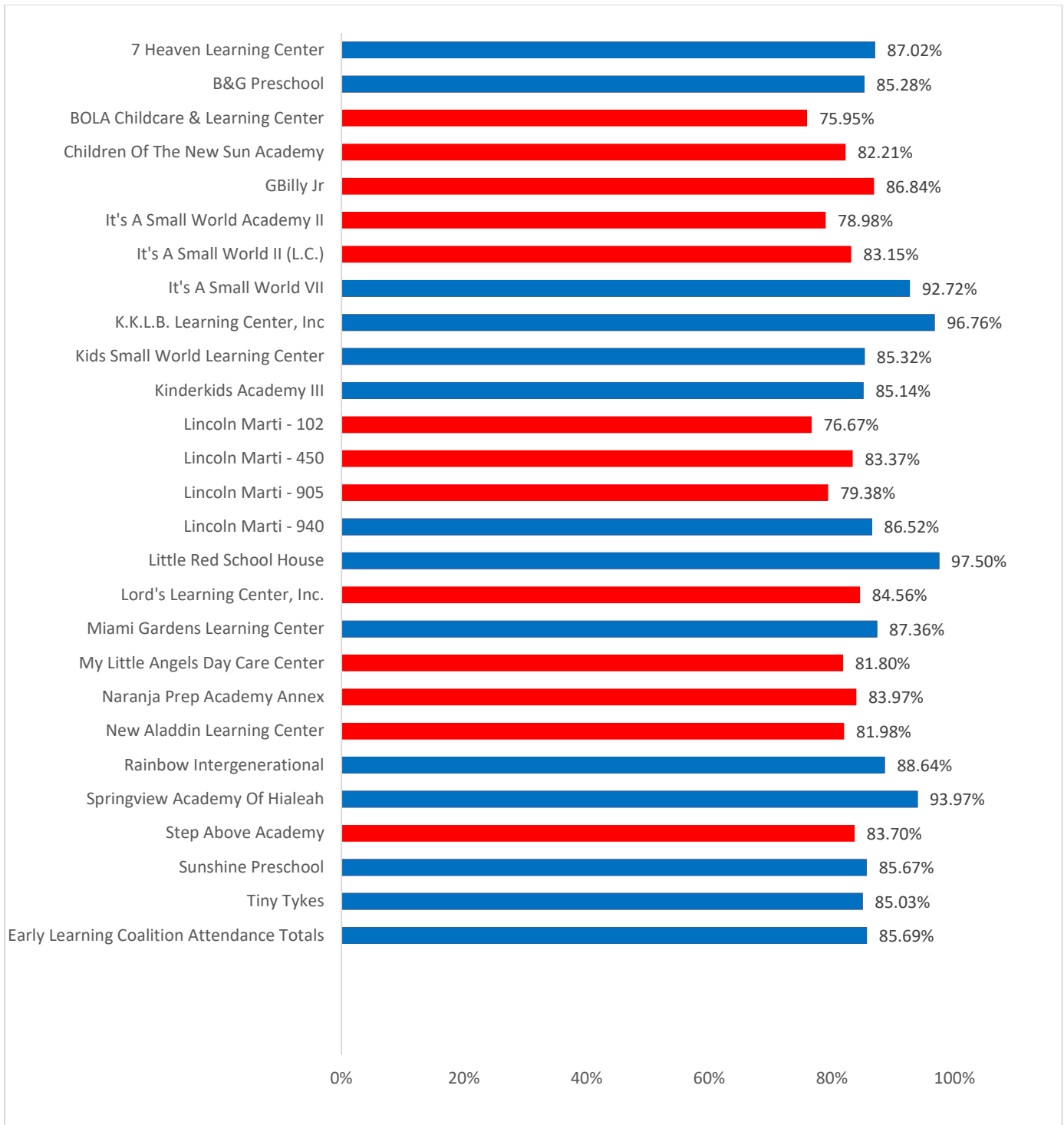
November 2024 Attendance Report



December 2024 Attendance Report



January 2025 Attendance Report





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. November 20, 2024 Minutes
 - b. Resolution 02192025-01: 2024-2025 Self-Assessment Report and Plan
 - c. Resolution 02192025-02: 2025-2026 Recruitment and Selection Plan
3. Second the motion:
 - “I (state your name) second the motion to approve (or disapprove):**
 - a. November 20, 2024 Minutes
 - b. Resolution 02192025-01: 2024-2025 Self-Assessment Report and Plan
 - c. Resolution 02192025-02: 2025-2026 Recruitment and Selection Plan
4. The Chair states:
 - “It has been moved by (name) and seconded by (name) that we approve (or disapprove):**
 - a. November 20, 2024 Minutes
 - b. Resolution 02192025-01: 2024-2025 Self-Assessment Report and Plan
 - c. Resolution 02192025-02: 2025-2026 Recruitment and Selection Plan

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.”**