



Interoffice Memorandum

June 7, 2023

AGENDA ITEM

TO: Mayor Jerry L. Demings
-AND-
County Commissioners

THRU: Dr. Tracy Salem, Deputy Director
Community and Family Services Department

FROM: Sonya L. Hill, Manager
Head Start Division
Contact: Sean Murnane, (407) 836-8993
Sonya Hill, (407) 836-7409

SUBJECT: **Consent Agenda Item – June 20, 2023**
Orange County Head Start Program Application for Federal Assistance Five-Year Grant (Year 4)

A handwritten signature in black ink, appearing to read "Sean Murnane" with "for" written below it.

The Head Start Division requests Board approval of the Application for Federal Assistance between the Department of Health and Human Services, Administration for Children and Families, Office of Head Start and Orange County. The total federal grant request is \$15,953,825 and includes \$156,870 for training and technical assistance. The required non-federal match in the amount of \$3,988,456 is derived from parent volunteerism, donations of goods and services, lease agreements and County support, also, the approval and execution of U.S. Department of Health and Human Services Compendium of Required Certifications and Assurances.

ACTION REQUESTED: Approval of Orange County Head Start Application for Federal Assistance Five-Year Grant (Year 4) FY 2023-2024 between the Department of Health and Human Services, Administration for Children and Families, Office of Head Start and Orange County in the amount of \$15,953,825 for the continued operation of the Head Start Program. The required non-federal match in the amount of \$3,988,456, is derived from parent volunteerism, donations of goods and services, lease agreements, and county support and approval and execution of U.S. Department of Health and Human Services Compendium of Required Certifications and Assurances.

SH/sm
Attachments

**ORANGE COUNTY
HEAD START PROGRAM**



***APPLICATION FOR
FEDERAL ASSISTANCE
FIVE YEAR GRANT (YEAR 4)
FY 2023-2024***



ADMINISTRATIVE OFFICE

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Results of Self-Assessment	
Program Improvement Plan	
Training and Technical Assistance Plan	
Signed Policy Council Statement	
Other Supporting Documents:	
Organizational Chart	
Center (Funded) Enrollment	
Selection Priority Criteria	
Annual Report 2021-2022	
Cost Allocation Plan	

Orange County Head Start

Five - Year Grant (Year 4)

FY 2023-2024

Section I. Program Design and Approach to Service Delivery

Sub-Section A: Goals

1. Program Additions, Deletions and Revisions –

1a. Additions – Goal #2 – Well-being of Families

This is a new goal established in Year 3 (PY 2022-2023) to address the significant disparities identified in the 2022 Community Assessment.¹ The assessment found the following four disparities concerning: 1) Need for better wages; 2) Lack of affordable housing; 3) High cost of living for many in poverty; and 4) Limited access to affordable, accessible childcare. The following report highlighted the following data related to each disparity. **Wages:** The annual income necessary for a single-parent household with two children in Orange County, FL is \$75,126. As such, the current minimum wage of \$10 per hour coupled with the rising inflation rate is insufficient for residents to afford essential goods and services. **Affordable Housing:** Study findings reveal Orange County residents must work 117 hours per work to afford a two-bedroom home at the fair market rental value. **Cost of Living:** Findings reveal 79% of Orange County residents were below the ALICE (Asset Limited, Income Constrained, Employed) threshold in that they earned just above the Federal Poverty Level but less than what it costs to afford basic household necessities. **Childcare:** According to the

¹ Mano-Y-ola, 2022 OCHS Community Assessment

report, 17.5% of respondents from a Family Needs Survey identified affordable, accessible after hours childcare as one of the top five issues in the community.

1b. Deletions – No Deletions

1c. Revisions – The objectives for Goal #2: Staff Retention were revised to better demonstrate how the actions will be measured. There are now three objectives, which are:

- i. Reduce the length of time for hiring selected candidates by implementing recruitment events that will simplify the background screening process
- ii. Reduce staff turnover by increasing employee wages to equate to current market standards and providing more career development and advancement opportunities
- iii. Improve employee morale by offering more employee incentives and increasing employee recognition

2. a.b. Progress/Outcomes and Challenges

Goal 1: Professional Development

OCHS continues working to develop a highly trained professional staff. OCHS implemented a professional development program that identifies staff training needs and ensures compliance with regulations and program requirements. OCHS is developing a new program orientation which will include a new consolidated employee checklist. Staff continue to work on refining the process of connecting ChildPlus data with the Orange County Learning Management System.

Table 1. Progress on Goal 1: Professional Development

Program Goals	Measurable Objectives	Progress/Outcomes	Challenges
<p>Goal 1 – Professional Development</p> <p>Orange County Head Start will become a learning organization in which staff engages in continuous improvement to reach their potential and improve children and family outcomes.</p>	<p>1.1 To institute a professional development program that will ensure staff training needs are addressed and ensure compliance with regulatory and programmatic requirements by the end of Year 4</p>	<p>Progress</p> <p>1.1a Professional development opportunities have been increased throughout the program to ensure staff across the board are becoming more knowledgeable in their respective areas. Extended Day has been suspended every last Wednesday of the month to dedicate those hours for professional development.</p> <p>1.1b All new hires go through a new employee orientation and supervisors utilize an employee checklist to ensure all required training is completed.</p> <p>1.1c Some professional development data is readily available in the ChildPlus system; however, some trainings are not being recorded in ChildPlus. These trainings are recorded either in the Orange County LMS system or tracked by staff via spreadsheet. OCHS continues to improve internal processes for using data across all these systems to support the professional</p>	<ul style="list-style-type: none"> ● The software system PowerDMS was not approved for use by the County’s ISS Department. The program will continue to use the ChildPlus system to meet its immediate needs while exploring other alternatives for tracking professional development needs of staff. ● Each service area is utilizing a different version of the employee checklist. The management team has come to a consensus to use one consolidated employee checklist for onboarding all staff. However, service areas may utilize a separate individualized checklist to further orient staff to their specific job roles.

		<p>development needs of program staff.</p> <p>Outcomes 1.1d Trauma Smart survey results indicate staff have gained skills for their own personal and professional growth, including their response to stressful situations and supporting the social emotional development of program participants.</p>	<p>We are developing a consolidated employee checklist.</p> <ul style="list-style-type: none"> • ChildPlus recently switched to a web-based platform for the professional development module. The module has been enhanced with additional capabilities; however, program staff continue to receive training on new features, including reports.
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Goal #2: Staff Retention

Objective 1: The onboarding process is largely the responsibility of the Orange County Human Resources (HR) Department; however, to assist in reducing the onboarding time, OCHS is revising internal procedures to expedite the interviewing process and forwarding of recommendations for new hires to HR in a timelier manner. OCHS worked with the County to remove the polygraph phase of the onboarding process.

Objective 2: The County recently approved wage increases for all OCHS employees. The program will benefit from the new salary structure, which was intended to attract more qualified candidates. OCHS personnel are in the process of developing succession plans for all positions starting with senior leadership positions. The program is also planning to develop processes for career advancement, including job shadowing and mentoring.

Objective 3: Hiring and retaining highly qualified personnel is a continuing challenge for the program. OCHS continues to be affected by the great resignation that occurred during and following the COVID-19 pandemic. Teacher burnout is another important factor affecting OCHS. The program is working to implement a comprehensive hiring and retention strategy that includes competitive wages, incentives, longevity pay, wellness support, mentoring, and a system for rewarding and recognizing personnel.

Table 2. Progress on Staff Retention

Program Goals	Measurable Objectives	Progress/Outcomes	Challenges
<p>Goal 2 – Staff Retention</p> <p>Orange County Head Start will create an environment that supports staff retention and reduces turnover</p>	<p>2.1 Reduce onboarding time by the end of Year 5</p>	<p>Progress</p> <p>2.1a Tracking logs to measure the length of time from interview to start date has been developed. Data is now being collected to determine whether the length of time is being reduced.</p> <p>Outcomes</p> <p>2.1b From June 2022 to January 2023 the number of days from request to hire to the candidates' start date was on average <u>74 days</u></p>	<ul style="list-style-type: none"> The background screening process required a polygraph test, which added 4 to 6 additional weeks to the hiring process. However, as of May 2023, the Level 2 background screening has been modified to remove the polygraph test.
	<p>2.2 Reduce staff turnover by the end of Year 4</p>	<p>Progress</p> <p>2.2a Employee wages have been increased for 100% of OCHS staff. Succession plans, mentoring and job shadowing procedures are under development to provide a foundation for developing staff and promoting from within.</p> <p>Outcomes</p>	<ul style="list-style-type: none"> The leadership team is in the process of creating succession plans and a mentoring process, which includes job shadowing. No challenges are anticipated at this time.

		<p>2.2b From July 2021 to March 2022 the turnover rate was: <u>20%</u></p> <p>2.2c From July 1, 2022 to March 2023 the turnover rate was: <u>14%</u></p>	
	2.3 Improve employee morale by end of Year 4	2.3 Employee incentives such as sign on bonuses, referral bonuses, and longevity pay have been implemented by the governing body. In addition, staff are being recognized in conjunction with the program's wellness program. As an example, the program implemented recognition for employee of the month/quarter.	<ul style="list-style-type: none"> Survey data suggests that employee morale has improved; however, tracking for which employees have received an incentive are underway to better measure our success in improving morale specifically through the implementation of incentives and recognition.

Goal #3: Physical Health and Mental Wellness

Outcome 1: The internal staff wellness committee is responsible for engaging all staff in wellness activities. OCHS completed the Trauma Smart Model with plans to continue administering the program. The staff participated in trauma focused training to include informed coaching for teaching teams, consultation for the leadership staff, trauma informed skill development for children and smart connection program for families. OCHS personnel have made significant improvement in their ability to identify their own trauma, an important step in increasing their capability to meet the needs of children that have experienced trauma as well as providing support for parents who are supporting their children who may have experienced trauma.

The program collected data after Trauma Smart Modules 1, 5 and 10. After completing *Module 1: Why Become Trauma Smart*, 54% of participants noted that the content supported their professional growth and 50% of participants believed the module assisted them in becoming a more skillful teacher or staff member. After completing *Module 5: Routines, Rituals, and Consistent Response*, 47% of participants noted that the content supported their professional growth and 49% of participants believed the module assisted in them becoming a more skillful teacher or staff member. After completing *Module 10: Self-Development and Identity Trauma Integration*, 80% of participants noted that their content supported their professional growth and 68% of participants believed the module assisted in them becoming a more skillful teacher or staff member. Outcomes for the three assigned modules revealed the following averages: 64% were better able to remain calm and supporting when children are in distress; 67% gained skills for managing their own affect; and 64% gained skills for supporting social emotional skills of children. After implementing Trauma Smart, the average across the three assigned modules demonstrated the following: 41% believed OCHS has become a better place to work, 43% believed staff treat one another more respectfully, and 37% believe there are self-care opportunities within OCHS.

Findings affirm that the time and resources dedicated to Trauma Smart over the past year are yielding positive results and demonstrate the program's efforts to provide staff with the tools needed to feel success and purposefulness in the work they are doing in the program and community.

Table 3. Progress on Physical Health and Mental Wellness

Program Goals	Measurable Objectives	Progress/Outcomes	Challenges
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<p>Goal 3 – Physical Health and Mental Wellness</p> <p>Enhance the physical health and mental wellness of staff, children, and families by developing a comprehensive wellness approach</p>	<p>3.1 Expand on the current employee wellness program to include mental health and wellness activities and resources by the end of Year 4</p>	<p><u>Progress</u></p> <p>3.1a A program wide wellness program has been implemented. The wellness committee is responsible for ensuring activities are planned throughout the year and information is shared on a monthly/quarterly basis.</p> <p>The County also implemented strategies to promote employee wellness. Staff are encouraged to participate on webinars, attend events and participate in other wellness and employment related activities.</p> <p><u>Outcomes</u></p> <p>3.1b Survey results from the Trauma Smart program indicate that staff have seen improvements in their work environment, how they are treated by their peers and have more opportunities to engage in self-care activities</p>	<ul style="list-style-type: none"> • The program has not yet implemented a comprehensive system to track staff participation in wellness programs, events and other wellness-related activities. A formalized wellness plan is still in development.
	<p>3.2 Increase the capacity of the program to become a trauma-informed workforce by the end of Year 4.</p>	<p>3.2a Staff have completed the Trauma Smart approach training and coaches have been trained to sustain the program by training all new hires.</p> <p>3.2b The Program is currently looking for additional resources to</p>	

		sustain the Trauma Smart program	
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Goal 4: Technology

OCHS used federal and state funding (i.e., American Rescue Plan Act, Coronavirus Response and Relief Supplement Appropriations Act) to increase capacity for technology services. This included increasing technology support for families with limited access to technology for learning purposes and internal bandwidth to meet the increased demand due to an increase in technology use.

The program is currently working to establish an inventory system to track devices and to ensure personnel are trained on procedures. OCHS developed an internal standard operating procedure (SOP) for the issuance and return of County IT assets, which includes processes for monitoring OCHS assets along with the County’s inventory process. Some of the assets include iPads made available to loan to parents during the pandemic while their children were being homeschooled. These iPads were not used. These items were not tagged as county assets. OCHS has added a tracking system to internal processes.

Table 4. Progress on Technology

Program Goals	Measurable Objectives	Progress/Outcomes	Challenges
<p>Goal 4 - Technology</p> <p>Orange County Head Start will design and build a technology infrastructure that will provide students, families and staff with access to resources and</p>	<p>4.1 Increase access to information technology resources that can enhance children’s learning for students, educators, parents, and other</p>	<p>4.1 All children, staff and families have access to devices for learning, as needed. Currently procedures are under development to ensure appropriate inventory tracking for devices and training for all new staff.</p> <p>4.2 Program invested into Smart televisions for classrooms at community</p>	<ul style="list-style-type: none"> • The internet café is still postponed. The leadership team will be looking into future funding opportunities

<p>education to increase children's achievement of the skills needed to thrive in a globally connected world</p>	<p>community members by the end of Year 4.</p>	<p>centers and will continue to use funds to complete all classrooms in the future.</p> <p>4.3 Program invested in one STEM classroom per center which included Illumination tables and microscopes.</p> <p>4.4 Orange County Government invested funds into updating wi-fi services at Head Start Community Centers to increase access to technology in the classrooms and across the buildings.</p> <p>4.5 Purchased new vision screeners to increase efficiency of vision screening and reporting.</p>	
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Goal 5: Families

This is a new goal for OCHS. The Orange County 2022 Community Assessment and the Family Needs Survey identified prominent disparity gaps in four categories: wages, affordable housing, cost of living and affordable childcare. The Program included this goal as a priority for addressing complex social problems affecting families in Orange County with an emphasis in working with other organizations and agencies to increase access to community-based resources.

The Program's objective is to increase partnerships with community agencies who can provide services to families impacted by these disparities and in need of assistance. The program plans to assist families improve their financial literacy in an effort to assist them better manage their finances as they continue to strive for

self-sufficiency. The Policy Council and governing body were presented with the results of the Community Assessment, including the four disparities. The goal was established following review, feedback and approval.

Table 5. Progress on Well-being of Families (New Goal)

Program Goals	Measurable Objectives	Progress/Outcomes	Challenges
<p>Goal 5 - Families</p> <p>Orange County Head Start will identify and partner with community agencies to provide services and resources to increase family wellbeing and to assist families to become self-reliant</p>	<p>5.1 Increase access to resources for families to address identified disparities by the end of Year 4</p>	<p>Progress</p> <p>5.1a Contracts are being updated and prior partnerships are being reestablished.</p> <p>5.1b OCHS staff is currently receiving training on the four disparities.</p> <p>5.1c OCHS will track and report the progress families make on the identified disparities</p> <p>5.1d PFCE is using a report to focus and identify services being provided to homeless families.</p> <p>Outcomes:</p> <p>5.1e Number of partnerships gained or in progress: <u>15</u></p> <p>5.1f Results from the training are not yet available.</p> <p>5.1g Data regarding the number of families making gains in these areas is not yet available.</p>	<ul style="list-style-type: none"> • Methods for tracking progress on expected outcomes in affordable childcare and higher wages have not been identified and are currently being discussed through program planning meetings.

		<p>5.1h Number of families receiving higher wages: <u>unknown</u></p> <p>5.1i Number of families receiving housing assistance: <u>57</u></p> <p>5.1j Number of families receiving asset building services (i.e., financial education, debt counseling): <u>370</u></p> <p>5.1k Access to affordable childcare: <u>unknown</u></p>	
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4. Program Goals

The Policy Council is involved in all aspects of planning and policy making that affects the Head Start Program. OCHS staff presented program updates and disparities revealed in the Community Assessment to the Policy Council. Members of the Policy Council, including County Commissioners and parents, were briefed and supportive of adding Goal #5: Families as noted previously (Section 1a. Program Additions).

Sub-Section B Service Delivery

1a. Service and Recruitment Area

Orange County (OC) Head Start will continue to target the same areas of services for Orange County based on findings from the Community Assessment report completed in 2022. A total of 786 Community Assessment surveys were completed and returned, which represents 63% of the program's total funded enrollment. According to the report, the 4-year-old population is projected to reach 17,968 with an expected VPK participation rate of 67.7% or 12,164 students. Orange County continues to grow in the

Creole and Hispanic/Latino populations. OCHS staff continues to recruit in the most vulnerable populations to ensure we serve at least 10% of children with an identified disability. The program currently enrolls 12.4% of children who have been identified as having a disability.

1b. Area of Greatest Need

The Community Assessment revealed information that has helped Orange County establish the service area and prepare for the recruitment of children and families. According to the Community Assessment, Florida is the third largest state for children between 0-5 living in poverty. In Orange County, there are 19,486 children living in poverty; 6,625 (34%) of those are between the ages of 3-4 years old. The community assessment identified several Orange County communities where major growth was occurring with the potential for Head Start eligible children: Lockhart, North Apopka, Holden Heights, and pockets of Pine Hills (located in Northwest Orange County). Each of the identified areas have more than 1,000 children living in poverty, according to the Community Assessment.

1c. N/A

2. Needs of Children and Families

There are no significant changes with the needs of children and families in OCHS. According to the 2022 Community Assessment the Hispanic/Latino population in Orange County increased by 53.5% between 2010 and 2020. Currently, 33.1% of Orange County's population is Hispanic/Latino. To meet the needs of the growing diversity within the county, OCHS will continue to actively recruit program participants through community events, the Orange County website, advertisements, other community organizations and agencies, radio, and other local channels. OCHS will also

continue to update the eligibility criteria to meet the needs of the most vulnerable, including those who are experiencing homelessness, in foster care, and children with disabilities who are at or below the 130% of the poverty guidelines in accordance with stated performance standards.

3. Proposed Program Option(s) and Funded Enrollment Slots

3a. Center-based Option

Orange County Head Start offers a center-based option. During the 23-24 school year Orange County Head Start will continue to decrease class size as a priority for three-year-old students. Lowering class size also helps mitigate the risk of spreading COVID-19. In the summer of the 23-24 school year, OCHS will shift to a compressed schedule (10-hour days, 4 days a week). School operating hours are from 7:30 am – 2:30 pm with a full day/full year option, which operates from 2:30 pm - 5:30 pm to support working families and children who are also enrolled in Orange County Public Schools. The compressed schedule will allow OCHS to close on Friday of each week. This aligns with Orange County Public Schools, which are closed on Fridays during the summer months. In previous summer sessions, OCHS attempted to implement a one-day relocation plan for the Head Start centers located on school sites. However, this created a hardship for the program and parents. The new summer schedule will not interfere with the program's ability to meet 1302.21 2 Head Start (iii) target of serving children for 1,020 hours. OCHS currently provides 1,080 hours between August and May, each year. Management believes this change will boost morale for staff, by providing them with more flexibility in their schedule to meet their individual needs on Fridays.

3b. No locally-designed program option variation (LDO) waiver is being requested

3c. No changes have been made to the program option to meet the needs of children and families in the communities served

4. Centers and Facilities

4a. Additions, Deletions, or Changes

Orange County Head Start is funded to serve 1,536 students across 22 centers in Orange County. The Head Start centers are in County owned facilities, on the campus of 12 Orange County Public Schools (OCPS) (Elementary) and one city municipality with the City of Orlando at the Callahan Center. Based on growth trends revealed in the Community Assessment, OCHS plans to open three new sites. The opening of the three new sites will allow Orange County to increase the program's capacity to serve and meet the needs of eligible students. The three proposed sites are Riverside Elementary, Lovell Elementary. The Riverside and Lovell programs will be located at elementary schools on Orange County Public School campuses. The opening of Head Start centers at Riverside and Lovell will further expand the relationship between Orange County Government and OCPS. Most sites operate between the hours of 7:30 a.m. – 5:30 p.m. to accommodate the Full Day/Full year program. During the summer of 2024, the program will operate Monday through Thursday for 10 hours each day. This will allow the program to align with OCPS' schedule, which includes closing on Fridays.

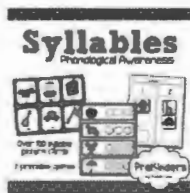
Warehouse

Maximo is an asset management system OCHS began using during the pandemic to track assets, reduce loss of inventory, and improve inventory processing. OCHS personnel who use Maximo were asked to review the system and provide feedback. Results of the surveys and review process resulted in the identification of

several opportunities for improvement. End-users suggested a better user interface. Respondents suggested Maximo should be similar to an Amazon shopping experience. They also suggested the creation of a Microsoft Publisher inventory catalog to simplify the order process for the end user, as shown in Figure 1 along with the integration of a reorder Maximo feature to assist in the replenishment of supplies. Based on end-user input, OCHS will relaunch the new system with updates at pre-service in August.

Figure 1. Inventory Catalog Re-order Catalog Example

HS - 18000 - 321



Pre - K cards Syllables

HS - 18000 - 322



Pre - K cards Phoneme Addition

HS - 18000 - 324



Pre - K cards Beginning Sounds

HS - 18000 - 326



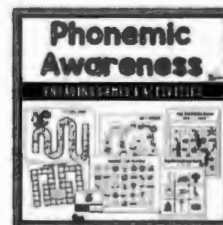
Pre - K cards Phoneme Substitution

HS - 18000 - 327



Pre - K cards Category Sorting

HS - 18000 - 328



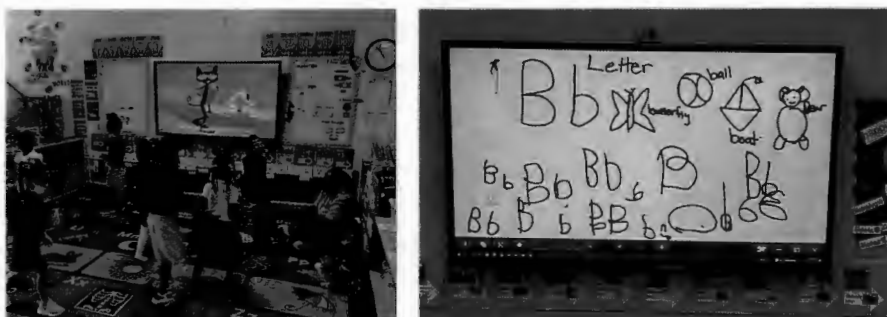
Pre - K cards Phoneme Categorization

Smart Board Pilot Program

OCHS purchased eight (8) 70-inch Class Aquos Board Interactive Display systems, using American Recovery Program (ARP) funding. The interactive boards were placed in classrooms at OCHS sites (Figure 2). Since installing the boards, there

have been no technical or operational issues. The teachers and children have enjoyed the ability to learn from a large interactive screen. Children can also use their hands to complete lessons on the board and even read books in large print. OCHS plans to purchase additional boards for other sites.

Figure 2. OCHS Students Interacting with Smart Boards



4b. Minor Renovations and Repairs

Southwood Head Start

Hurricane Ian hit south of Orange County as a Category 4 September 2022 dropping over 16 inches of rain in a 24-hour period. Following the hurricane, facility personnel assessed all community sites for damages. Southwood Head Start experienced flooding, which saturated the building walls and floors. Staff and children were relocated to neighboring centers. Orange County Government has been overseeing the renovation of the center, which has been challenging to the staff and children. The damage was more extensive than originally reported (Figure 3). Repairs have taken longer than anticipated due to construction and material delays. Much of the furniture and loose items, such as paperwork and files were destroyed. The facilities team, whose office was at this center, have been working remote and mobile (onsite) since October.

Figure 3. Hurricane Ian's Damage to Southwood Head Start



At present, the walls and floors have been replaced (Figure 4). The county is working with their insurance company for replacement of damaged furniture. We anticipate staff and children will be able to return to the center for the 2024 School Year.

Figure 4. Renovations to Southwood Head Start After Damage from Hurricane Ian



Orange County Public School (OCPS) Site – Playground Gates

The Department of Children and Families required OCHS to install entrance and exit gates at several OCPS sites. To date, OCHS has installed almost all gates, including gates at Ventura (Figure 5) and Dover Shores (Figure 6).

Figure 5. Gates Installed at Ventura



Figure 6. Gates Installed at Dover Shores



5. Eligibility, Recruitment, Selection, Enrollment, and Attendance

5a.1 Eligibility

OCHS changed the selection criteria based on findings from the 2022 Community Assessment. Findings revealed that parent's incomes were significantly lower than prior years. Due to inflation, a rise in the cost of food, and low inventory of housing, has caused parents to struggle more this year than in previous years. Housing stability is a problem across Orange County and has driven the cost of housing to the highest rates in years. Based on this information, the eligibility criteria adjusted the requirements for income to serve more families. As the influx of immigration has changed the landscape of Central Florida, more unauthorized immigrants, many of whom are unaffiliated and without agency, has been a priority for the program. Moreover, the program has seen an increase of children and families with English deficiency or English as a second language. The program did identify grandparent caregivers or guardians who had decreased over the year.

Since the Office of Head Start added public assistance categories to the Head Start application, OCHS identified that 36% of OCHS program participants are enrolled in some form of public assistance, including Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) and Supplemental Security Income (SSI).

5a.2 Recruitment

OCHS continues to work towards ensuring the neediest families are provided services. To meet the needs of the large number of bilingual families OCHS serves, the program purchased pocket translators to assist staff in effectively communicating program and enrollment information. The Program also works closely with agencies that serve children with disabilities, experiencing homelessness, and in the foster care

system. OCHS recruits' students through community events, referrals, community meetings, early childhood programs, homeless liaison/services network and other collaborations.

The Director worked closely with the ERSEA team to monitor and report on progress of enrollments. This was shared with the program weekly. A casual aid Case Worker was hired to screen and process applications more efficiently. This sped up the process of families entering the program.

OCHS attended many outreach events in their center communities driving in more applications and spreading the name of Head Start. Banners were purchased and displayed at Head Start centers to draw attention to center locations. Signs with quick response codes were placed at neighborhoods identified in need through the community assessment. Teachers and staff also were permitted to work overtime to recruit for centers in need of increased enrollment. Head Start also increased its engagement with 4C, Early Head Start to work together to serve families in both programs. This initiative has increased overall enrollment for 2023.

OCHS participated in a public campaign through our local transportation – Lynx Bus, to advertise our program across Central Florida. A Lynx bus was wrapped with Head Start contact information and transported across multiple routes throughout the county. Bus stops were outfitted with Head Start information. This was an eventful recruitment as a Quick Response code linked interested families directly to our application.

OCHS held two recruitment fairs on the East and West side of Orange County. Each event had a carnival with rides, animals, and activities for the families. At each site, Family Service Workers were in attendance to help the families proceed through

the enrollment process. Attendance from the communities around these locations were able to instantly send family members to the event to find out more information about Head Start.

Prior to the COVID-19 pandemic, OCHS experienced nearly full enrollment each year. As shown in Figure 7, OCHS enrollment has not returned to pre-pandemic levels. The program’s goal is fully funded enrollment and to enroll at least 10% of children on the waitlist. Figure 7 identifies the percentage of annual enrollment between 2017 to 2023. As you can see, the enrollment from last year to present has remained consistent, but has decreased by 10% since 2020-2021, the height of Covid. Therefore, it is evident that there is a struggle to maintain favorable enrollment numbers that are like pre-Covid enrollment.

Figure 7. OCHS Annual Enrollment Percentage, 2017-2023

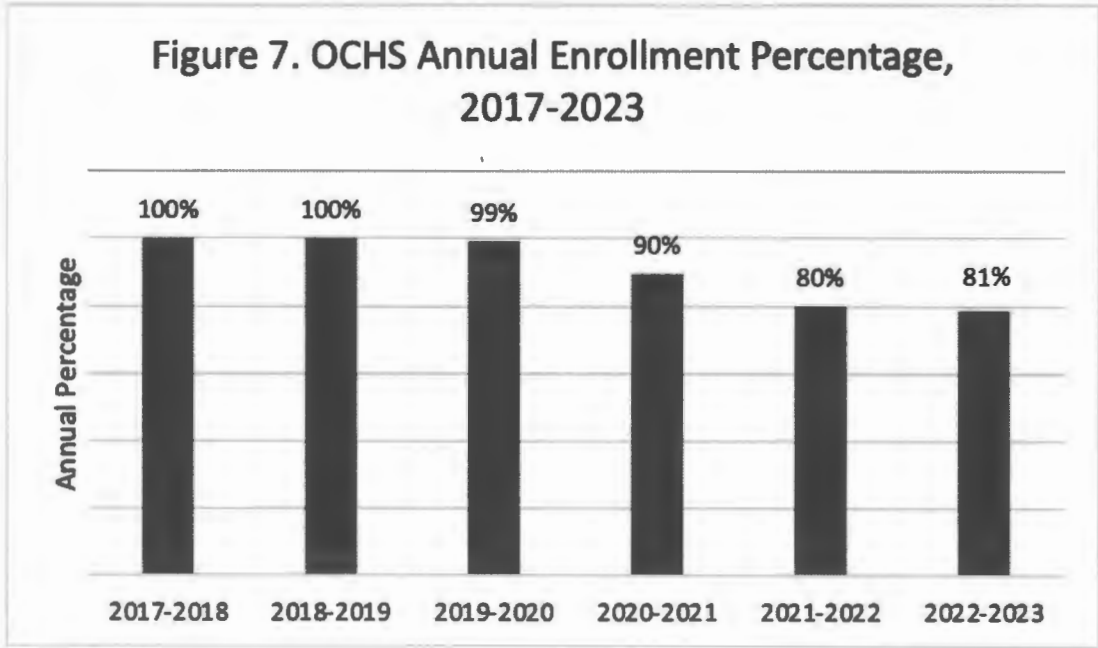
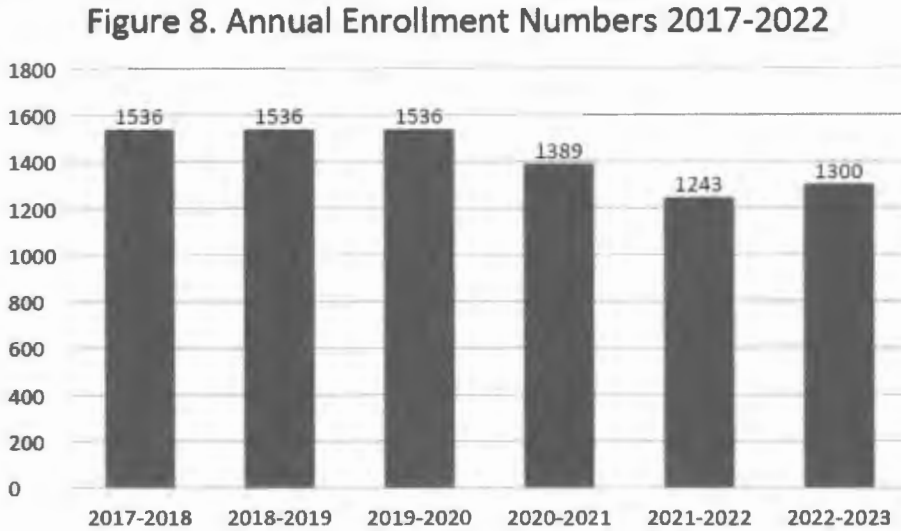


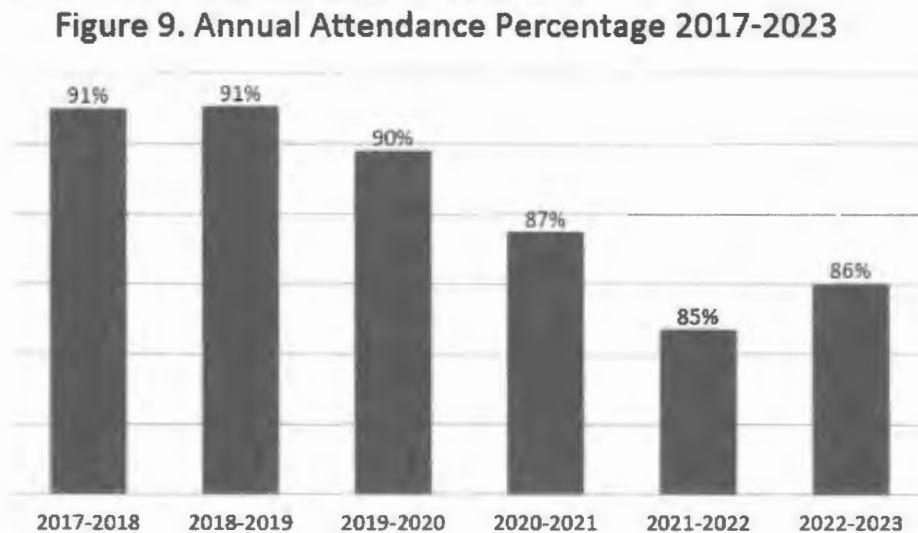
Figure 8, below, shows the % decline in the annual enrollment numbers between 2018-2019 (last full pre-pandemic year) and 2022-2023 (most recent).

Figure 8. OCHS Annual Enrollment Percentage, 2017-2023



5b. Attendance continues to be a challenge since the pandemic. Staff continue to monitor attendance and work with families to bring individual attendance above 85% to reach the OCHS target of 90%. The ERSEA Coordinator will continue to provide attendance training with all staff to ensure staff are aware of strategies to ensure families remain engaged.

Figure 9. Annual Attendance Percentage, 2017-2023



6. Education and Child Development

Progress

Attainment of all school readiness skills remains at or above 85%. The percentage of children meeting School Readiness goals are noted in Figure 10.

Figure 10. Percentage of Children Achieving School Readiness Goals, 2019-2023

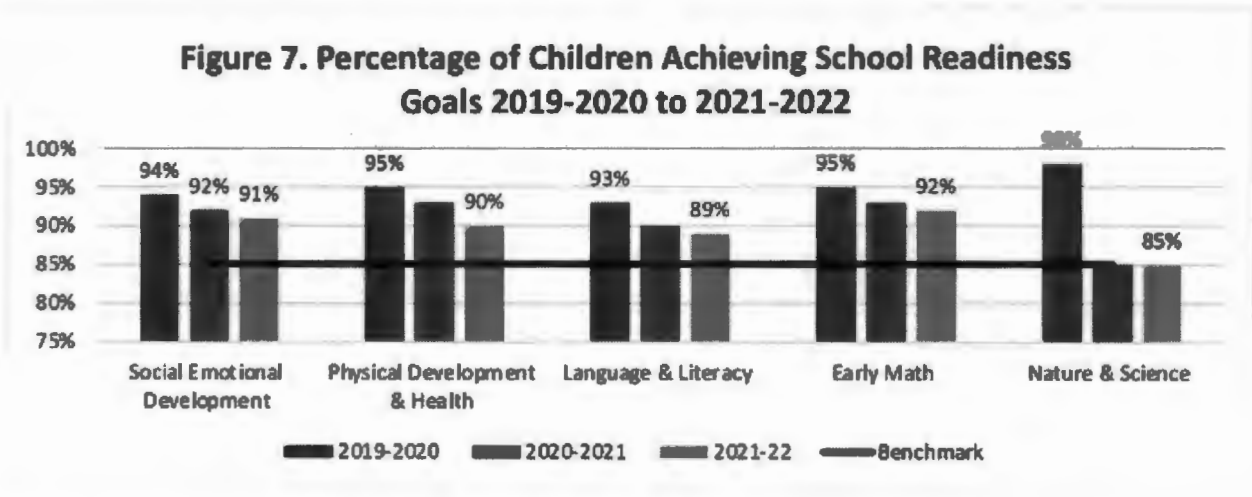
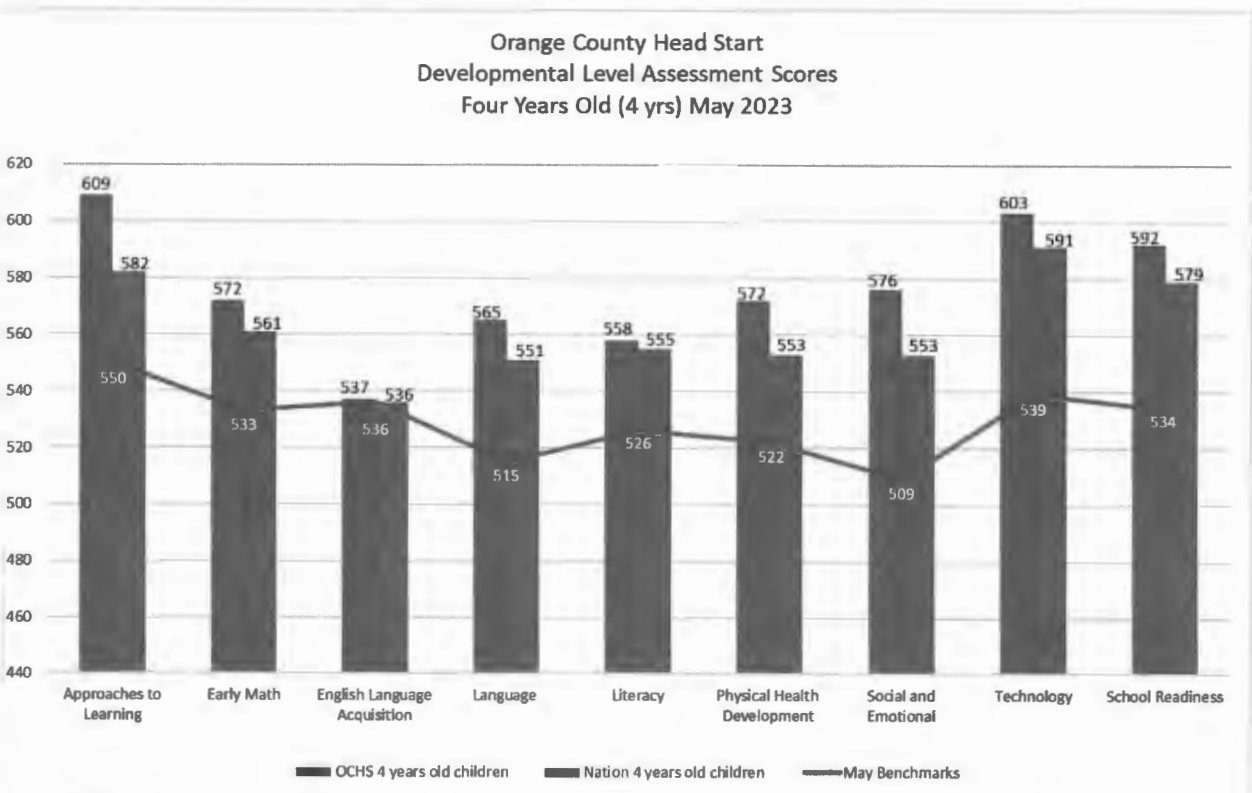


Figure 11. Developmental Level Assessment Scores, 2021-2022



The Developmental Scores (DL) shown in Figure 11 demonstrates that OCHS enrolled children perform at rates that are higher than the 2023 benchmark and in comparison to the rest of the nation. DL scores are tracked through Galileo, a comprehensive developmental progression assessment system.

May Benchmarks 2023

APL	EM	ELA	LAN	LIT	PHD	SED	TECH	SR
550	533	536	515	526	522	509	539	534

Challenges

7. Health

There are no major changes within the health and nutrition unit. OCHS continues to have 45-day health screenings, face-to-face. Children will continue to be provided with breakfast, lunch, and snacks daily in the upcoming school year. The program’s Nutrition Coordinator continues to work with individual families on healthy eating for children who are overweight or underweight that need intervention and/or extra family support to establish a healthy lifestyle of eating habits for their children.

Oral health continues to be one of OCHS’ priorities. Dental percentage for children receiving dental examinations was at an all-time low. There are several factors in this outcome. The health unit has been severely understaffed. Because of this, the focus in health was more on contributing to enrollment rather than working with families to meet their dental goals. Prior to Covid, dental outcomes were a goal in which the program successfully achieved. During Covid, a great amount of time was spent

focusing on safety. Now, our program sees a need to revisit this goal as we have seen a decline in dental outcomes.

Our health team continues to partner with Orange Blossom Health for dental services for children in the program. In the current school year, Orange Blossom Health provided a total of seven (7) buses that provided dental examinations and cleanings to 284 OCHS students. OCHS had ambitions to serve more families but was faced with the challenges of finding a transportation company that met Head Start standards.

OCHS continues to prioritize good dental hygiene by providing toothbrushes and toothpaste and encouraging brushing in the classroom at least one time each day. OCHS has implemented protocols and safety guidance to ensure toothbrushes are not cross-contaminated. Health units use parent meetings to update parents on any communicable diseases spreading in the community and other health-related topics.

OCHS will continue to work with parents and staff with activities, strategies, and resources to assist with mental health and wellness. OCHS has six (6) persons trained and certified in Mental Health First Aid to assist staff in taking care of their mental wellbeing, by taking the course and becoming certified staff in the program. These staff understand and assist other personnel in developing self-care action plans, identifying signs and symptoms of a person in crisis, and providing support, resources and encouragement to seek assistance, as needed.

8. Family and Community Engagement

In an effort to strengthen father engagement, Parent Engagement will hire a part-time fatherhood specialist to assist with male engagement activities and curriculum development for the upcoming year. OCHS updated the Family and Community Engagement curriculum for the upcoming school year to include the following:

- Love and Logic curriculum, focus on “Happy Families and Responsible Kids”
- 24/7 Dads Key Behaviors Workshop Curriculum
- 24/7 Dads Understanding Dads for Moms Curriculum

The 24/7 Dads program has been a proven tool to engage fathers in our program. This year OCHS created a group of male staff and community partners with the intentions to develop a stronger outreach to fathers in the program. During meetings, the group talked about strategies to implement and execute the program within different community centers with different demographics. OCHS found increased participation by fathers who genuinely wanted to show other fathers the importance of having a healthy relationship with their children.

The Understanding Dads for Moms curriculum was added to provide mothers with information on the materials provided to the dads in their exclusive sessions. There are no changes with Family Goals or assessments outcomes or forms. Staff continue to build rapport with families through assessments and by assisting with goal settings and follow-up. There were no new partnership agreements developed under family engagement. OCHS will work to identify and develop more partnerships in the upcoming school year. All services have resumed face-to-face interviews between the parents and the Family Services Workers, which helps to analyze and identify family strengths and weaknesses.

9. Services for Children with Disabilities

In 2022, a Behavioral Intervention Specialist (BIS) was hired. Due to the influx of behavioral needs in the classroom and the increased identification of children with behavioral needs, the program has benefitted from the extra support of a highly trained and experienced specialist. The BIS is present in the classroom, assisting the teachers

with techniques and resources to provide the teachers with the support needed. The BIS also works individually with the children to provide assessment and additional behavioral support. The BIS has two resource rooms where she can assist staff with providing appropriate and effective services to children with behavioral concerns. These rooms are also used to work with the parents to help provide additional support that can be carried into the home.

The addition of the behavior intervention specialist's competence and professional experience has allowed a prompt response to assist teachers support the needs of children who are displaying severely challenging behaviors. This addition has allowed OCHS to expand the continuum of support by developing individualized behavior support plans that align with Trauma Smart, Positive Behavioral Interventions and Supports (PBIS), the child's developmental level and unique needs.

10. Transition

There are no changes with transitions. OCHS continues to maintain high quality transitional services for children who will enter, transition through, and exit the Head Start program. OCHS continues to offer a transition conference to all 4-year-old families in Head Start. This conference takes place yearly to ensure that children and families gain the strategies and practices to successfully transition into kindergarten. OCHS considers moving from one center to another and classroom to classroom as transitions. OCHS continues to support children and families that transition between programs by ensuring that knowledge and information is shared in a timely manner. Parents are provided with information to support transitions into and out of the program. These orientations have proven to be a successful mechanism of support.

11. Services to Enrolled Pregnant Women

OCHS does not provide services to enrolled pregnant women.

12. Transportation

A. Orange County does not provide transportation.

B. There are no changes with transportation. OCHS continues to assist parents who are having transportation issues. All dual enrolled children continue to receive transportation through parents or Orange County Public School on Individualized Educational Plans (IEP). All other families are provided with the resources needed to obtain transportation assistance at no cost or with low-cost assistance. OCHS is working to procure a transportation contract. OCHS is hoping to solidify a service contract by the beginning of the 2023-2024 school year.

Sub-Section C: Governance, Organizational, and Management Structures

1. Governance

Structure

The OCHS governing board is composed of elected officials. As of January 2023, the only change on the governing board was in District 6. Commissioner Victoria Siplin was term limited to two (2) four-year terms. Michael Scott, the new District 6 commissioner was sworn in on January 4, 2023. Since taking the oath of office, Commissioner Scott, an alumnus of Head Start knows, has been extremely supportive of the Head Start program. Commissioner Scott understands the benefit of the program.

Processes (Governing Body)

The communication between the OCHS management team, Policy Council and the governing board is a formal process as interactions are bound by the regulations of the Sunshine Law. The governing board receives monthly program information. The

program report includes a budget summary, which includes the following documents: monthly credit card expenditures, human resources report, child and family outcomes, monitoring results, nutrition report, attendance report, and health reports. The report is shared through the consent agenda, a process in which the governing board reviews and votes to approve agenda items. Orange County Commissioner, Michael Scott (District 6) will serve as the liaison between the governing board and the Head Start program. The district aide is currently serving in this role in absence of the liaison to ensure grantee and governing board alignment. Additional processes are in place to ensure ongoing communication between the governing board and the grantee. The Head Start Director provides an opportunity for one-on-one briefings for members of the governing board if additional information is needed regarding any consent agenda items. The one-on-one briefings are exempt from the Sunshine Law, as they only include one board member and the Head Start Director. Head Start program updates and additional information are presented annually to the Board of County Commissioners (BCC), generally during Head Start Awareness month. There are several methods in place to ensure ongoing communication, including: the consent agenda process, face-to face briefings, and through the liaison.

Policy Council

Head Start Policy Council members are culturally and ethnically diverse and are reflective of the community served. Policy Council is involved in all aspects of planning and policy making that affects the Head Start Program. Each month, Head Start staff provides the Policy Council with SOP updates; monthly program reports; fiscal reports that include credit card expenditures; and recommendations for hires, vacancies, terminations and separations. In addition, the Policy Council is provided with Head Start

bylaws, monthly Policy Council minutes, and grants updates. All childcare licenses and leases are approved by the Policy Council. The Policy Council participates in OCHS planning, self-assessments, and community assessments. Members of the Policy Council also serve on the Health Advisory Committee, Education Planning Committee, and School Readiness Committee.

1. Human Resources Management

Orange County Head Start (OCHS) is supported by Orange County Human Resources Division (OCHRD). OCHRD is moving in a new direction with the retirement of the previous Director who served nearly 30 years. OCHRD is now under the direction of Dr. Yvette Best. Orange County government, just like all other organizations, have experienced understaffing after the great resignation during the COVID-19 pandemic. OCHS continues to have vacancies in key areas, specifically among teachers and teacher assistants, which has hindered the program's ability to enroll all 1,536 children. The program would not have met the ratio across the board in all classrooms, so the county is continuing to be innovative. To address recruitment and retention challenges, OCHRD implemented efforts to assist with retaining high quality staff. OCHS also put a major focus on recruitment and retention of high-quality staff as demonstrated in *Goal 2 – Staff Retention: Orange County Head Start will continue to work towards creating an environment that supports staff retention and reduces turnover.* The County wide modifications that were implemented included sign-on incentives, hiring referral payments, salary increases and employee recognition ceremonies. The following positions are eligible for the \$1,000 sign on incentive: Teacher, Teacher Assistant, Licensed Practical Nurse, Registered Nurse, and Family Service Worker. Each of these positions have proven to be difficult to fill. OCHS used ARP funds to invest in the labor

force (mental health and wellness) and provide pay increases for the following positions: Family Service Worker, Teacher, Teacher Assistant, Center Supervisor, and Senior Family Service Worker. Funding also allowed OCHS to host the first Mental Wellness and Health Summit for all employees during the pre-service week in 2022. Following a wage study, Orange County Government Mayor and County Commissioners voted to approve a 4.0% pay increase to all employees effective May 2023. Also, by unanimous vote, the Governing Board voted to approve a 5% cost-of-living adjustment (COLA) for all county employees during the 23-24 budget cycle. These increases should help to address recruitment and retention efforts as well as support families keep up with the rising cost of living.

Orange County currently has four (4) Licensed Practical Nurse (LPN) positions. Two (2) of the four (4) LPN positions have been vacant for more than two (2) years. Program staff reviewed market research and recommended reclassifying two (2) of the LPN positions to Certified Nursing Assistant (CNA) positions. The newly classified positions do not require a license, and market research shows CNA positions in the area remain filled. One LPN position will be reclassified to a Caseworker Aid in the ERSEA unit. There will be one LPN position remaining. These positions will serve the program's needs for medical and dental support for children enrolled in Head Start.

OCHS used COLA and quality improvement funds to support staffing needs, including: Wellness Specialist, Training Coordinator, Data Specialist and one additional Mentor Coach. Hiring decisions were based on results from program data as well as information obtained in the self-assessment. These positions will allow OCHS to address the gaps in services that are shown through assessment processes.

Training and professional development is still part of the five-year goals. At present, OCHS has expended \$128,053.83 on training and professional development, which includes \$72,696.14 from the Head Start funds, \$12,316.60 from COVID-relief funds, and \$43,041.09 from the ARP funds. Training has been at the forefront of staff development and continues to ensure Orange County Head Start is in compliance to the federal regulations.

3. Program Management and Quality Improvement:

3a. A Five-Year Action Plan has been developed with strategies for achieving each program goal. Tracking tools were updated with indicators to measure progress toward each goal and objective. Service Area and Unit Monthly Reports were also updated to include key metrics of performance. Quarterly, progress is reviewed and a course of corrective action is implemented to ensure progress is being made towards the goal. As additional actions are identified, the action plan is updated. The Program conducts formal annual evaluations, which includes a review of progress toward goals and objectives. The results of this evaluation are documented in a final report and used by the management team to develop a program improvement plan.

Effective teaching practices are measured by the Classroom Assessment Scoring System (CLASS). Observations are completed twice each year and are used to support the professional development of staff. Effective teaching practices are also monitored using the program's ongoing monitoring system. Center Supervisors, Education Coordinators, Mentor Coaches and Quality Assurance have indicators on their checklists to measure performance.

Active Supervision is used to ensure the health and safety of children at all times while in the program. Staff set up the environment in a way that children are accessible

and can be supervised at all times. Staff position themselves within the environment to prevent children from getting hurt. Staff ensure they are always able to account for children's whereabouts. Children are signed in and out of the classroom throughout the day. Staff use what they know about each child in their classroom to predict what he/she will do and keep them engaged and redirect behavior as needed to ensure their safety at all times.

To promote effective health and safety practices within the centers and classrooms, staff receive refresher training annually on health and safety procedures. Also, many of the health and safety protocols put in place during the COVID-19 pandemic have remained post COVID-19. For instance, daily health checks continue to be documented in ChildPlus, cleaning of classroom materials and furnishings take place periodically throughout the day, and Zono machines are used to sanitize materials and equipment.

3b. Teaching staff are offered the opportunity to participate in Practice Base Coaching with a Mentor Coach. Coaching is used to support effective teaching practices and to increase positive child and staff outcomes. The teaching mentees are provided with opportunities to reflect upon their practices, set goals for coaching, create action plans to guide their coaching, and review goals to support continuous professional development. The Practice Based Coaching has proven to be a strength for the overall program. Mentees reported improvements in three important areas between Fall 2022 and Spring 2023. After participating in Practice Based Coaching, mentees reported increased emotional support (2.89% increase), better classroom organization (7.5% increase), and enhanced instructional support (5.22% increase).

3.c. Since COVID and (more frequently) adverse weather events, more emphasis has been placed on the quality of water in our centers and classrooms. OCHS facilities worked with Orange County Government Utilities to provide water testing and lead testing service in OCHS classrooms. This allows OCHS to receive direct and relevant reports related directly to the classroom instead of relying on regional reports conducted by the county. Annually in April, the facilities team provides Utilities with a list of classrooms. Utilities label collection tubes for specimens. OCHS facilities team collects the sample and returns them to Utilities for testing. Utilities provides OCHS with sample reports. If there are concerns, the County will make conducting further testing a top priority. This service is at no charge to the program. It is our hope to use this information to inform families about the importance of lead testing and water testing. Providing this information to our staff also promotes safety.

Section I. Budget and Budget Justification Narrative

1. Personnel Adjustments

Staffing

The OCHS staffing structure includes seven (7) units: Administration; Education; Medical and Dental; Mental Health and Disabilities; Parent Family and Community Engagement; Eligibility Recruitment Selection Enrollment and Attendance and Facilities. Staff members are assigned to a specific unit based on their position. This structure allows for oversight of expenditures as well as ensures proper planning and management of fiscal resources.

Salary Structure Increase

A 5% salary increase is planned for 2023-2024. Retirement costs increased from 11.75% to 12.58% along with a \$1,100 per person increase in insurance cost. Orange County government contributed \$2,300,000 in financial support from the general fund to support the program's implementation of an incentive program that provides employees with competitive wages.

Travel and Training

In 2022 – 2023 there were several training's that inspired and supported our staff's professional development. Highlighted below are a few of the stories where technical support has been significant in supporting our staff and program.

Fiscal Training

Financial training included Cost Share Match, Fiscal Management and Federal Grants Management. Cost Share Match was helpful as OCHS is finding new ways to motivate and increase in-kind matches. OCHS developed an In-kind Committee that showcases partnerships and ideas and encourages active engagement in in-kind activities. The fiscal team has several new employees who have benefited from the fiscal and grant management training. Having a better understanding of fiscal responsibility has helped strengthen our policies and procedures.

Quality Assurance

OCHS Senior Monitoring and Evaluation Coordinator successfully completed the Certified Playground Inspector (CPSI) Exam. The CPSI certification program provides the most comprehensive and up-to-date training on playground safety, including: hazard identification, equipment specifications, surfacing requirements, and risk management methods. This training was extremely valuable Project Management Professional (PMP) exam preparation. OCHS' Senior Monitoring and Evaluation Coordinator successfully

completed the PMP exam, which has contributed to her success in managing several projects with the quality assurance team. In addition, the staff in quality assurance attended the Office of Head Start's - Responsive Program Planning – Going for the Gold." The training prepared the team for program planning, service delivery design, establishing goals, community assessment, and other topics.

Parent Family and Community Engagement

During the 22-23 school year, OCHS staff and a member of the Policy Council attended the Parent Family and Community Engagement Conference through the National Head Start Association. Mr. Darnellion Brown, a Policy Council parent, attended the conference where he was inspired by the speakers and the sessions he attended. Mr. Brown shared his experience and his passion for continuing to be a leader through the program's fatherhood initiatives. Mr. Brown continues to serve as a leader to our parents and has taken the lead with several OCHS fatherhood programs.

Education

OCHS mentor coaches attended the Learning Forward Annual Conference. This conference provides evidence-based practices on how Learning Forward connects research and implementation to progress towards children's outcomes. This professional development opportunity allowed the mentor coaches to meet with other teachers and persons in education to share ideas and learn how to implement new ones. Several of our teaching staff attended the 2023 Statewide Literacy Conference through the Florida Literacy Association. The conference provided learning opportunities related to new methods of teaching literacy in the classroom. Many of the

teaching staff enjoyed learning about cutting edge research and methods of providing strong literacy tools in the classroom.

Parent Success

Second Harvest Food Bank (SHFB) Culinary Program has a 16-week continuing education program that provides participants with culinary and life skills training they can use to pursue a full-time sustainable career in the food industry. OCHS used Coronavirus Response and Relief Supplemental Appropriations Act funding to cover the ancillary costs for three (3) OCHS parents to participate in the program. The funds were used to enhance the experience by providing services, such as rental assistance, transportation, childcare and equipment (culinary knife set, uniforms, etc.). In addition, each participant received full time positions in the hospitality industry in Central Florida. During the course, program participants worked with our program's chefs in preparing meals for children at OCHS' eleven (11) centers. OCHS is grateful for the opportunity to support these parents' journey to self-sufficiency.

General Operations

OCHS continues to use the Maximo inventory system for the Head Start warehouse. Earlier this year, we conducted a survey to see if we could improve and fill any gaps. OCHS is in the process of relaunching the system to make the user-interface more appealing, similar to the Amazon shopping experience. The facilities team continues to provide Preventive Maintenance (PM) for minor repairs and is currently developing a monitoring system. The facilities team is working closely with the quality assurance and education teams to gain better knowledge on the Head Start monitoring requirements and the Department of Children and Families guidelines.

2. Food Service Contract

Food and dietary totals are estimated to be \$1,455,155 in 2023-2024. Contractual agreements are in conjunction with the Child Care Food Program (CCFP), which will provide over \$1.4 million in reimbursement funds to the program. The OCPS contract with OCHS will provide meals for twelve (12) public school locations. The remaining ten (10) centers are supported by approved caterers through the CCFP. SHFB, the Head Start state certified food vendor, has been offered a long-term partnership with the program. Some of the highlights include a paid food handler program for parents who want to gain skills in Central Florida's food service industry. Parents who complete the 14-week program receive a certificate and job placement services. Upon graduation, participants are offered employment opportunities in the local community. SHFB provides training to all staff on food safety, healthy food, meal plans and other resources that support families.

OCHS currently has a lease with OCPS to operate at twelve (12) sites on school campuses, which consists of more than thirty-two (32) classrooms in the 2023-2024 school year. The lease includes classroom space, electricity, janitorial, maintenance and administrative services for the classrooms. OCHS also leased the Callahan Center from the City of Orlando. The Callahan Center was recently remodeled by the City of Orlando, with newly painted classrooms, new floors and upgraded bathrooms.

3. Cost-of-living adjustment (COLA)

The COLA for 2022-2023 in the amount of \$814,664 was used to pay for higher operating costs and to support the increase in staff salary and benefits. In February 2022, the Orange County Board of County Commissioners approved a 4.0% increase in salaries, a 1.75% increase in retirement and a \$1,100 per person increase for health

insurance for all Orange County Government employees, including all OCHS staff. The program will use the COLA increase to cover retirement and insurance increases. Of the current employees in position, 22 positions were not included in these special pay increases. Many of the positions listed were in middle management and have important functions that are necessary for the program operations. OCHS is requesting \$58,207.00 to support the 5.0% Salary Increase for the remaining 22 positions. A 5.0% salary increase will adjust the salaries of these positions to achieve the baseline where other employees were compensated.

4. Financial and Property Management System

Orange County Government uses financial management software systems such as Advantage, Web Focus, and PeopleSoft to account for grant funds, property, and assets. These systems allow OCHS track transactions, expenditures, and revenues. These systems allow OCHS to track progress, make projections, and track spending. This system does not allow intermingling between OCHS and outside funds. All funds are overseen independently of each other.

Orange County's Property Accounting Department of the Comptroller's office, uses a management system that records assets and ensures proper use. The department conducts an inventory check, annually. For vehicles, Orange County Government Fleet oversees vehicle assets and conducts maintenance and repairs. Orange County Facilities Management oversees county facilities, maintenance and repairs.

5. Non-Federal Match

The non-federal match is supported through several sources including: a) Head Start's in-kind and volunteer program; b) donations; c) County support; and d) the Florida's Voluntary Pre-Kindergarten Program.

Table XXX.

Source of Non-Federal Match	Estimated Match	Validation Methodology
In-Kind and Volunteer Program	\$ 1,900,000	Amount expected to be collected from parents, former parents, and volunteers in the center, including in-kind donations to the classroom
Donations	\$ 15,000	Various Donors
County Support	\$ 2,300,000	Salary Support
FS VPK Program	\$ 1,414,800	Provided by 540 hours per child (500)

OCHS continues to have active volunteers and parent involvement. Foster Grandparents, a program through Volunteers for Community Action, provides support in the classroom by senior citizens while offering a stipend for their time. The County provides funding for this program and Head Start benefits by having multi-generations in the classrooms.

Parents continue to be active in their children's education by providing instruction through our Galileo system. Parents can complete activities and assist with at home learning. Hours are documented and tracked as in-kind in our ChildPlus system.

OCHS has procedures and multiple levels of checks and balances to ensure in-kind is allowable, allocable, and reasonable. Accuracy starts at the center level and is processed at the administrative level, where it is entered into ChildPlus for tracking and sent to Orange County Comptroller for final review.

OCHS has formal agreements that support the program, which includes the following:

- Adult Literacy League – Reading and literacy for parents
- University of Central Florida – Nurse and social work interns

- Florida Transitions – Transition of children from Part C (IDEA) to Part B
- Early Learning Coalition – Coordination of early childhood programs
- Orange County Library System – Storytellers and training for parents
- Urban League – Employability, financial literacy, and child abuse prevention workshops
- Florida Department of Revenue – Child support services
- YMCA of Central Florida – Swimming lessons
- Goodwill Industries – Job training for head start parents
- Swimming for Life/Straightforward Ministries – Swimming lessons
- Vystar Credit Union – Financial literacy
- Children’s Home Society – Transition between Early and Head Start
- Nemours Foundation – Vision and hearing screenings
- PNC Bank – Financial literacy

The Foster Grandparent program supports classroom learning through our senior volunteers. This program provides over 3,850 hours from over 80 grandparent volunteers in our classrooms each year. The County contributes \$22,280 for this service, annually. This program not only supports our youth in the classroom, but also benefits our seniors through increased social activity and the improved health of volunteers.

OCHS receives various donations, including classroom supplies, nutritional supplies, field trips, and other forms of support. One of our supporters is A Gift For Teachers, a local community organization, which allows Orange County teachers from eligible high-need schools to shop once per year for classroom supplies. This is one of the ways OCHS acquires school supplies for students with the most need.

Orange County Government contributes \$2,300,000 to the program, which is used to supplement OCHS salaries. In addition to personnel support, Orange County provides a variety of services to support the success of OCHS. This includes fiscal and fleet services.

The State of Florida Voluntary Pre-Kindergarten Program (VPK) is funded by the Florida Department of Education. The State of Florida guarantees a year of pre-kindergarten preschool education free of charge to Florida Department of Children and Families (DCF) Child Care Regulations, and accredited providers. The VPK program reimburses Head Start for every three (3) instructional hours per day, provided by teachers and teacher assistants at the rate of \$5.24 per hour, to a max of 540 instructional hours per year. The estimated amount for 2023 -2024 School Year is \$1,414,800. VPK enrollment remains a challenge for the program with parents using VPK vouchers during the summer to assist with childcare expenses. This decreased VPK enrollment for entering kindergarteners using VPK vouchers during the regular Head Start school year. VPK reimbursement is a large portion of teacher salaries. The \$2.3 million support from the County allows us to meet our budget and sustain quality early education.

6. Waiver of Non-federal Share Match

No waiver of the non-federal share match is requested.

7. Waiver Justification

No waiver of the 15% limitation on development and administrative costs is requested.

8. Enrollment Reduction Request

An enrollment reduction is not being requested.

9. Requesting Conversion

a.b.c. No conversion is being requested.

10. Purchase, Construction, or Major Renovation

No funds outside of prior approvals are being requested.

11. Equipment

SUV or Similar

OCHS is requesting \$40,000 to purchase a Sports Utility Vehicle (SUV) or similar. Currently, the program has a 2010 Dodge Caravan that is in the process of being replaced with a sports utility vehicle that was funded through quality improvement funding. This SUV will replace our 2010 Ford Focus which has been frequently in our fleet department for repairs than being utilized for the program. The staff is not confident using this vehicle for long distances. This vehicle will support content area staff in conducting site visits for monitoring, delivering supplies and providing support. The vehicle will also be utilized for the purpose of recruitment traveling to the communities to complete outreach and advertising as funding will be allocated to purchase proper signage. The purchase of a vehicle will allow staff to utilize the OCHS vehicle and not place so much stress on their personal vehicle. We are hoping to purchase a vehicle that is dependable, economical, strong, and responsible with fuel.

OCHS would like to request pre-approval for this vehicle. OCHS would also like to request approval to use State of Florida Contract and/or Orange County Government Contracts to help expedite the procurement process and provide better pricing for this purchase. OCHS is requesting this information be added to the Notice of Award.



ORANGE COUNTY GOVERNMENT
 HEAD START
POLICY COUNCIL
MEETING MINUTES



Holden Heights Community Center
 1201 20th Street
 Orlando, FL 32805
 June 15, 2023

Call to Order by: Darnellion Brown, Vice-Chairperson 6:48 p.m.
 Roll Call by: Natalie Juarez, Secretary

Attended By:

Edith Vazquez Lopez	Aloma	Parliamentarian
Darnellion Brown	Callahan	Vice-Chairperson
Anansa Adams	Callahan	Alternate
Rosa Tejeda	Dover Shores	Representative
Telmelah Brooks	John Bridges	Representative
Shaliah Burke	McCoy	Representative
Joridiane Joseph	Pine Hills	Representative
Daniel Hernandez	SOYMCA	Representative
Natalie Suarez	Southwood	Secretary
Chevelle Teague	Chairperson	W/S ELC
Michael Scott	Commissioner	BCC

Visitor

AnnMarie Alvarado

Staff:

Sonya Hill	Main Office
Avis McWhite	Main Office
Shauna Kirby	Main Office
Colette Thomas	Main Office
Sandra Ruff	Main Office
Sean Murnane	Main Office
Doug Roska	Main Office
Yvette Meade	Main Office
Sandra Moore	Main Office
Corey McCall	Main Office
Polly Boulter	Hal Marston
Zhor Elmekali	Lila Mitchell
Yolanda Soto Mangual	Millenia

Visitors

Ann Marie Alvarado Children's Home Society

Quorum Established

Chairperson called for a motion to adopt the agenda

Motion: Joridiane Joseph, Pine Hills Representative

Second: Daniel Hernandez, SOYMCA Representative

Motion carried with no objections

Secretary Report by Natalie Juarez, Secretary

Ms. Juarez highlighted items from the May 18, 2023 meeting minutes.

Vice-Chairperson called for a motion to approve the Secretary's Report

Motion: Joridiane Joseph, Pine Hills Representative

Second: Daniel Hernandez, SOYMCA Representative

Motion carried with no objections

Director's Report by Sonya Hill

Ms. Hill Highlighted:

- ACF-IM-HS-23-01 Lead Poisoning Prevention; Drinking Water; Testing and Screening for Lead; Effects of Lead Exposure
- Highlighted ACF-PI-HS-23-02 Hurricanes Fiona and Ian; Natural Disaster; Disaster Relief; Response and Recovery Efforts; Disaster Assistance
- Head Start Program turned 58 years old.
- There is a new Director for the Office of Head Start Program, Khari Garvin.
- OHS continues to support the wellness of staff and ensure that resources are being provided for staff in need.
- Ms. Hill encouraged all to all to recruit for the 2023 – 2024 school year.

Avis McWhite spoke about the Pre-Service and how it will be specific to the needs of each unit/person in line with the professional development plan. We have 14 – 16 trainers coming to be trainers at the Orange County Convention Center August 1 – 4, 2023. She let them know that all parents are invited. There will be a hiring event June 23rd – 24th 2023. Some available positions are; Licensed Practical Nurse, Certified Nurse Assistant, Family Service Worker, and Teacher.

New Business

Self-Assessment by Shauna Kirby

Ms. Kirby reported on the annual Self-Assessment

Focusing on Program Goals and, School Readiness Goals. Also highlighting strengths, improvements and, recommendations for each focus area; Health and Safety, Staff Retention, Behavioral Health Needs, Program Data and, Services to Children with Autism Spectrum Disorder.

Chairperson called for a motion to approve the Self-Assessment

Motion: Joridiane Joseph, Pine Hills Representative

Second: Shaliah Burke, McCoy Representative

Motion carried with no objections

Grant Review

Sean Murnane explained the process for getting the grant approved. It was compiled, and must be presented to and approved by the Policy Council. The next step is presenting at the next Board of County Commissioners agenda development meeting and getting their approval.

Shauna Kirby – New goal addresses 4 prevalent issues for families, better wages, affordable housing, affordable and accessible childcare, want to attract qualified staff and provide better wages and incentives to retain staff. Increase partnership with agencies to benefit parents.

Avis McWhite – OCHS will decrease class size for 3 year olds. For Summer 23/24 OCHS will have a compressed schedule of 4/ 10 hour days. This will just be for the month of June 2024. OCHS currently has one Behavior Intervention Specialist (BIH) and we are requesting one additional BIH. CLASS scores are very good however, classroom organization can be improved. OCHS currently has 2 Mentor Coaches we are requesting one more.

Colette Thomas – OCHS continues to update the selection criteria based on data received in the Self-Assessment. The program will be opening 2 new sites in Orange County. Hungerford will be closing and opening Riverside Elementary, Lovell Elementary is also a new site. Scoring points has been changed income since incomes have gone down. Two successful resource fairs were held and over 100 applications were completed.

Sandra Ruff – 5% increase in salary was approved, Insurance benefits increased by \$1,100.00. Requested \$40k to purchase a new vehicle to replace the 2010 Dodge Caravan.

Chairperson called for a motion to approve the Grant in the amount of \$15,953,825.

Motion: Joridiane Joseph, Pine Hills Representative

Second: Shaliah Burke, McCoy Representative

Motion carried with no objections

Vice-Chairperson called for a motion to adjourn the meeting

Motion: Shaliah Burke, McCoy Representative

Second: Daniel Hernandez, SOYMCA Representative

Motion carried with no objections.

Meeting Adjourned at 8:48 p.m.

Next Policy Council Meeting: July 20, 2023

**U.S. DEPARTMENT OF HEALTH AND HUMAN
SERVICES COMPENDIUM OF REQUIRED
CERTIFICATIONS AND ASSURANCES**

Office of Head Start

Updated July 29, 2014

**U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES COMPENDIUM OF
REQUIRED CERTIFICATIONS AND ASSURANCE**

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U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES COMPENDIUM OF REQUIRED CERTIFICATIONS AND ASSURANCE

SF424B Assurances – Non-Construction Programs

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES COMPENDIUM OF REQUIRED CERTIFICATIONS AND ASSURANCE

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES COMPENDIUM OF REQUIRED CERTIFICATIONS AND ASSURANCE

Certification Regarding Lobbying

Certification for Contracts, Grants, Loans, and Cooperative Agreements

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form- LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Regarding Compliance with Compensation Cap (Level II of the Executive Schedule)

Federal funds will not be used to pay any part of the compensation of an individual employed by a Head Start and/or Early Head Start agency if that individual's compensation exceeds the rate payable for Level II of the Executive Schedule.

APPROVED

BY ORANGE COUNTY BOARD
OF COUNTY COMMISSIONERS

JUN 20 2023

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES COMPENDIUM OF REQUIRED CERTIFICATIONS AND ASSURANCE

Certification of Filing and Payment of Federal Taxes

As required by the Departments of Labor, Health and Human Services, and Education and Related Agencies Appropriation Act, 2008 (Public Law 110-161, Division G, Title V, section 523), as a prospective financial assistance recipient entering into a grant or cooperative agreement of more than \$5,000,000, I, as the duly authorized representative of the applicant, do hereby certify to the best of my knowledge and belief, that:

1. The applicant has filed all Federal tax returns required during the three years preceding this certification
2. The applicant has not been convicted of a criminal offense pursuant to the Internal Revenue Code of 1986 (U.S. Code - Title 26, Internal Revenue Code)
3. The applicant has not, more than 90 days prior to this certification, been notified of any unpaid Federal tax assessment for which the liability remains unsatisfied, unless the assessment is the subject of an installment agreement or offer in compromise that has been approved by the Internal Revenue Service and is not in default, or the assessment is the subject of a non-frivolous administrative or judicial proceeding.

Submission Statement

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.


Authorized Representative:

Prefix: * First Name:
 Middle Name:
 * Last Name:
 Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative:  * Date Signed:

* Submitted by: Date Submitted:

