



Venerria L. Thomas, Director
Community & Family Services

Orange County Government

HEAD START POLICY COUNCIL

PROGRAM INFORMATION & UPDATES



Sonya L. Hill, Manager
Head Start Division



NOVEMBER 2025



**Orange County
Community & Family Services Department
Head Start Division**



POLICY COUNCIL MONTHLY MEETING

Who: POLICY COUNCIL MEMBERS

Date: THURSDAY – NOVEMBER 20, 2025

Time: 6:30 P.M.

**Location: Holden Heights Community Center
1201 20th Street
Orlando, FL 32805**

Childcare with snack provided

*Contact Sandra Moore if you cannot attend:
407-836-8913 or Email Sandra.Moore2@ocfl.net or Yvette.meade@ocfl.net*



AGENDA

**Orange County Government • Head Start Policy Council • Holden Heights
Community Center • 1201 20th St., Orlando, FL 32805
November 20, 2025 • 6:30 p.m.**

- 1. Call to Order**
- 2. Roll Call**
- 3. Secretary's Report**
- 4. Director's Report**
- 5. Budget Report**
- 6. HR Report**
- 7. ACF-OHS-IM-25-05 Fiscal Year 2026 Monitoring Process for Head Start**
- 8. ACF-OHS-IM25-26-Addressing Vacant Slots Due to Chronic Absenteeism in Head Start Programs**
- 9. Unit Updates:**
- 10. ERSEA, PFCE, Nutrition, Education, Mental Health & Disabilities, Health, Maintenance**
- 11. Announcements**
- 12. Public Comment**
- 13. Adjournment**

Monthly Director's Report to Policy Council

Date November 20, 2025

To: Policy Council Members

From: Sonya L. Hill, Head Start Division Manager

Subject: Director's Monthly Summary

The Monthly Division Managers Report provides an overview of essential information from Orange County Head Start. This report includes actions from the month of October 2025.

Staff Training

- **Gold Standard Customer Service Training**
All Head Start staff completed the countywide Gold Standard Customer Service Training on October 13th. This training strengthens the program's commitment to delivering high-quality, responsive service to families, community partners, and stakeholders.
 - **Management Training – Open Carry Law**
Program leaders participated in training to stay current with Florida's new open-carry firearm law and safety requirements.
 - **Policy Council Required Training**
A two-day mandatory Policy Council training was held in accordance with the Head Start Act, which requires that governing bodies and Policy Council members receive training and technical assistance to support shared decision-making responsibilities.
 - **New Hire Orientation**
New staff participated in onboarding activities to ensure compliance, provide essential program knowledge, and support long-term staff retention.
 - **Training Schedule Development**
The Director met with the Training Coordinator to plan and finalize the program's training schedule for upcoming months.
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Collaboration and Partnerships

- **Head Start Awareness Month**
Each preschool site hosted events throughout October to celebrate Head Start Awareness Month and increase community visibility.
- **National Head Start Association (NHSA) Partnership – Parent & Family Engagement Conference**

MONTHLY MANAGEMENT REPORT

Orange County Head Start continues to collaborate with NHSA to plan the Parent & Family Engagement Conference, scheduled for December 8–11 at the Caribe Royale Hotel.

- A former Head Start parent will serve as the keynote speaker for the Policy Council Luncheon.
- The Head Start Director has been selected as the Alumni Luncheon speaker.
- Thirty staff members have been identified as volunteers for conference operations.
- **Community Recognition Gift of Teaching Partnership**
Orange County Head Start received the State Corporate Award from the Florida Head Start Association for its partnership with A Gift for Teaching.
- **EPIC Mentoring Program:**
The Director initiated participation in the EPIC Mentoring Program and is now serving as mentor to Shauna Kirby. Together they established three professional goals, completed communication-style assessments, and Shauna completed her Professional Strategic Life Plan.

Highlights and Accomplishments

- **Annual Report Presentation & Proclamation**
On October 14th, the Head Start Director presented the Annual Report to the Mayor and County Commissioners and received an official proclamation recognizing Head Start. Five students participated by offering greetings and presenting gifts. Commissioners and the Mayor expressed strong support for the program.
- **Attendance Incentive Winner:**
Classroom #1 at the South Orlando YMCA was the October Attendance Contest winner and received a treasure box to support student attendance incentives.
- **Food Waste Reduction Success:**
The Fiscal Unit reported outstanding results in food waste reduction. Programs participating in Second Harvest Food Bank achieved a **\$10,769.80 savings** compared to the same quarter last year.

Human Resources

- **Office Relocation for Supervisors**
After the Fiscal Unit relocated, Head Start supervisors moved into new office spaces.
Benefits of private offices include:
 - Confidential space for sensitive conversations with staff, families, and community partners
 - Improved workflow and supervision
 - Increased staff morale and professionalism

MONTHLY MANAGEMENT REPORT

- Better support for coaching, documentation, and performance management

Program Operations and Updates

- **Government Shutdown Impact**

The federal shutdown in October caused several operational challenges:

- The program did not receive the Notice of Award and operated using county funds.
- The Head Start Enterprise System was down, preventing submission of the enrollment report.
- The Regional Program Specialist was furloughed.
- Although incident reports were submitted, no follow-up or guidance was provided due to the shutdown.

- **Enrollment, ADA, and ERSEA Monitoring**

The Director met weekly with the ERSEA Coordinator and Program Manager to review enrollment data. Program-wide ADA data was distributed to staff, emphasizing compliance with thresholds and the urgent need to address chronic absenteeism.

- **Leadership Meeting Attendance:**

The Director attended the Early Learning Coalition Board Meeting, Mayor's Senior Staff meeting, and planning sessions for the upcoming Diaper Drive event.

- **Public Health Concern – Immunizations**

Statewide changes to immunization requirements and the rise in vaccine-preventable diseases including the Texas measles outbreak pose emerging concerns. Florida will make several vaccines optional for childcare and school entry by December, which may increase risks for children and staff in early learning settings.

Parent Engagement and Policy Council

- **Policy Council Training**

A two-day mandatory Policy Council training was conducted in alignment with the Head Start Act, ensuring members are equipped to support governance, shared decision-making, and program oversight.

- **Head Start Awareness Month Activities**

Family engagement events were hosted across all preschool sites to increase knowledge of Head Start services and strengthen family relationships.

MONTHLY MANAGEMENT REPORT

Challenges

- **Chronic Absenteeism**
Chronic absenteeism remains a significant concern affecting ADA performance and enrollment management. Staff have been directed to increase follow-ups with families and document re-engagement efforts.
 - **Funding and Administrative Delays**
The federal shutdown delayed the receipt of the Notice of Award and limited access to federal systems and guidance.
 - **Enterprise System Outages**
System outages prevented timely uploads of required reports.
 - **Public Health Risks Due to Changing Immunization Requirements**
Anticipated increases in infectious disease outbreaks may impact attendance, staffing, and program operations.
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Regional and National Updates

National Update — ACF-OHS-IM-25-06: Addressing Vacant Slots Due to Chronic Absenteeism

The Office of Head Start released **Information Memorandum ACF-OHS-IM-25-06** providing new guidance on vacant slots related to chronic absenteeism. Key points include:

- A slot becomes vacant once a family communicates that the child will not return.
- Programs must consider a slot vacant after **30 consecutive days of non-attendance**, after a minimum of **three documented attempts** to re-engage the family.
- This action is *not* considered expulsion (§1302.17).
- Reserved slots for children experiencing homelessness or foster care may be held for 30 days; after that, they become vacant and must be filled within 30 days (§1302.15(c)).
- Programs must maintain funded enrollment and fill vacant slots as soon as possible and within 30 days (§1302.15(a)).
- Programs must use attendance data to identify and intervene early with children at risk of missing **10% or more** of program days (§1302.16(a)(3)).

This guidance emphasizes the urgent need for consistent attendance practices, strong documentation, proactive family engagement, and timely slot management.

Head Start Budget Summary October 31, 2025

Head Start Budget Summary

Below is a statement of financial activity (or an expense sheet.) This summarizes all the financial spending over a period of time. In the example below, we are looking at spending on a monthly basis. This report gives the council an understanding of Orange County Head Start's financial health. The accompanying reports are the details in which the summary is created.

Unit Name		Current Budget 2025-2026	October	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	August	Sept	Pre-Encumbered	Encumbered Amount	Total YTD	Balance	% Budget Used YTD
Administration	7521	2,077,605	0														0	2,077,605	0.00%
Education	7522	13,666,440	0														0	13,666,440	0.00%
USDA	7523	165,060	0														0	165,060	0.00%
Administration	7524	1,791,030	0														0	1,791,030	0.00%
USDA Services	7525	156,870	0														0	156,870	0.00%
Training	7526	637,262	0														0	637,262	0.00%
Disabilities	7527	521,223	0														0	521,223	0.00%
Health and Dental	7528	2,518,155	0														0	753,400	0.00%
PFCE	7529	720,882	0														0	720,882	0.00%
General Fund			0														0	847,504	0.00%
Facilities	7534	847,504	0														0		
Total		23,102,031	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	21,337,276	0.00%
Expense Per Quarter					0			0			0		0						
Cost Per Child					0			0			0		0						

Head Start YTD Summary **October 31, 2025**

Head Start Budget Summary						
Below is a different statement of financial activity. This summarizes all the financial spending over a period of time. In the example below we are looking at fiscal year to date spending. This spending has been separated into salary and non-salary expense. This report is also gives the council an understanding of Orange County Head Start's financial health.						
	FY 2023 Current Budget	PRE Encumbered Amount	Encumbered Amount	FY 2024 Total YTD	Balance	% Percent Budget Used YTD
7521- Admin Salary	1,924,507					0.00%
7522 - Education Salary	12,917,325					0.00%
7523 - USDA Admin Salary	157,357					0.00%
7524 - USDA Services Salary	256,892					0.00%
7526 - Disability Salary	577,862					0.00%
7527 - Health Salary	503,323					0.00%
7528 - PFCE Salary	2,486,639					0.00%
7529 -General Funds	689,351					0.00%
7534 - Facilities Salary	352,638					0.00%
Total Salary	19,845,894					0.00%
7521 - Admin	153,098					0.00%
7522 - Education	749,115					0.00%
7523 - USDA Admin	7,693					0.00%
7524 - USDA Services	1,534,138					0.00%
7525 - Training	156,870					0.00%
7526 - Disability	59,400					0.00%
7527 - Health	17,900					0.00%
7528 - PFCE	51,516					0.00%
7529 -General Funds	31,531					0.00%
7534 - Facilities	494,866					0.00%
Total Non-Salary	3,256,127					0.00%
Grand Total	23,102,021					0.00%

Community and Family Services Through **October 31, 2025**: Fund - 7005 Dept - 062 Unit 7521 H. S Admin **0%** of FY Elapsed

OBJECT	APPR	OBJECT NAME	CURRENT BUDGET	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ENCUM AMOUNT	TOTAL YTD	BALANCE	% BUDGET USED YTD
1120	8FA	REGULAR SALARIES AND WAGES	1,212,806.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,212,806.00	.00
1125	8FA	RECRUITMENT & RETENTION PAY	11,572.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	11,572.00	.00
1130	8FA	OTHER SALARIES AND WAGES	43,600.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	43,600.00	.00
1140	8FA	OVERTIME	2,500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	2,500.00	.00
1160	8FA	LONGEVITY PAY	11,450.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	11,450.00	.00
2110	8FA	FICA TAXES	92,784.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	92,784.00	.00
2120	8FA	RETIREMENT CONTRIBUTION	169,795.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	169,795.00	.00
2130	8FA	LIFE AND HEALTH INSURANCE	380,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	380,000.00	.00
		Total of Salaries	1,924,507.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,924,507.00	.00
3125	8FB	INDIRECT COSTS	106,329.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	106,329.00	.00
3410	8FC	LOCAL TRAVEL	2,750.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	2,750.00	.00
3510	8FC	POSTAGE AND MESSENGER SERVICES	800.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	800.00	.00
3530	8FC	TOLL CHARGES	20.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	20.00	.00
3610	8FC	RENTAL OF EQUIPMENT	3,100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3,100.00	.00
3720	8FC	COMMUNICATIONS	7,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	7,000.00	.00
3820	8FC	MAINTENANCE OF EQUIPMENT	10,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	10,000.00	.00
3910	8FC	GRAPHIC REPROD SVCS	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
4010	8FC	DUES AND MEMBERSHIPS	11,124.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	11,124.00	.00
4020	8FC	VIDEOS, AND SUBSCRIPTIONS	75.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	75.00	.00
4110	8FC	INCLUDING PRINTING)	6,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	6,000.00	.00
4115	8FC	SUPPLIES	1,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,000.00	.00
4120	8FC	SOFTWARE LESS THAN \$5000	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
4121	8FC	COMPUTER REL LESS THAN	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
4123	8FC	EQUIPMENT LESS THAN \$5000	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3,000.00	.00
4412	8FC	PROMOTIONAL EXPENSES	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
4418	8FC	PROGRAM	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
4422	8FC	BENEFITS	1,500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,500.00	.00
		Total of Operations	153,098.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	153,098.00	.00
		Total of Unit 7521	2,077,605.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	2,077,605.00	.00

Community And Family Through October 31, 2025 Fund - 7005 - Dept 062, Unit 7522 Education HS Services 0% of FY Elapsed

OBL	APPR	OBJECT NAME	CURRENT BUDGET	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	Encum.	TOTAL YTD	BALANCE	% BUDGET USED YTD
1120	8FF	REGULAR SALARIES AND WAGES	6,622,417.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	6,622,417.00	.00
1125	8FF	RETIREMENT CONTRIBUTION	111,100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	111,100.00	.00
1140	8FF	OTHER SALARIES AND WAGES	43,600.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	43,600.00	.00
1160	8FF	OVERTIME	5,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	5,000.00	.00
2110	8FF	LONGEVITY PAY	119,100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	119,100.00	.00
2120	8FF	FICA TAXES	615,320.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	615,320.00	.00
2130	8FF	RETIREMENT CONTRIBUTION	1,126,058.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,126,058.00	.00
2130	8FF	LIFE AND HEALTH INSURANCE	4,275,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	4,275,000.00	.00
		Total of Salaries	12,917,325.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	12,917,325.00	.00
		PAYMENTS TO OTHER GOVERNMENTAL AGENCIES	10,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	10,000.00	.00
3167	8FF	SOFTWARE	50,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50,000.00	.00
3192	8FF	LICENSING/SUPPORT/TRAINING FEE	10,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	10,000.00	.00
3197	8FF	CONTRACTUAL SERVICES NOT OTHERWISE SPECIFIED	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
3350	8FF	OTHER INSURANCE AND BONDS	9,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	9,000.00	.00
3410	8FF	LOCAL TRAVEL	4,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	4,000.00	.00
3530	8FF	TOLL CHARGES	5,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	5,000.00	.00
3570	8FF	REPAIRS	35,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	35,000.00	.00
3720	8FF	COMMUNICATIONS	32,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	32,000.00	.00
3820	8FF	MAINTENANCE OF EQUIPMENT	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
3910	8FF	BOOKS, COMPACT DVCS, BOOKS, COMPACT DVCS, VIDEOS, AND SUBSCRIPTIONS	4,740.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	4,740.00	.00
4020	8FF	LICENSE AND CERTIFICATION FEES	11,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	11,000.00	.00
4040	8FF	OFFICE SUPPLIES (NOT INCLUDING PRINTING)	16,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	16,000.00	.00
4110	8FF	MISCELLANEOUS OPERATING SUPPLIES	78,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	78,000.00	.00
4115	8FF	EVENT/MEAL REIMBURSEMENTS	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3,000.00	.00
4116	8FF	SOFTWARE LESS THAN \$5000	6,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	6,000.00	.00
4120	8FF	COMPUTER EQUIP UNDER \$500 & COMPUTER REL LESS THAN \$5000	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3,000.00	.00
4121	8FF	EQUIPMENT LESS THAN \$5000	8,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	8,000.00	.00
4123	8FF	REPAIRS	350,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	350,000.00	.00
4125	8FF	PROMOTIONAL EXPENSES	2,500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	2,500.00	.00
4130	8FF	MISC SUPPLIES OR EXPENSES	8,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	8,000.00	.00
4142	8FF	PROMOTIONAL ASSISTANCE PROGRAM	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
4418	8FF	SCHOLARSHIPS, AWARDS AND BENEFITS	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500.00	.00
4422	8FF	PARENT ACTIVITY FUND	35,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	35,000.00	.00
4450	8FF	FIELD TRIPS-HEAD START	22,875.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	22,875.00	.00
4452	8FF	CONTROLLED ASSETS \$500-\$4,999	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
6439	8FF	AID TO OTHER GOVT AGENCIES		.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00		.00
8120	8FF	Total of Operations	749,115.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	749,115.00	.00
		Total of Unit 7522	13,666,440.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	13,666,440.00	.00

Community and Family Services Through **October 31, 2025**: Fund - 7005 Dept - 062 Unit - 7523 USDA Admin **0%** of FY Elapsed

OBJECT	APPR	OBJECT NAME	CURRENT BUDGET	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	Encum.	TOTAL YTD	BALANCE	% BUDGET USED YTD
1120	8FQ	REGULAR SALARIES AND WAGES	95,965.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	95,965.00	.00
1125	8FQ	RECRUITMENT & RETENTION PAY	914.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	914.00	.00
1140	8FQ	OVERTIME	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500.00	.00
1160	8FQ	LONGEVITY PAY	1,200.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,200.00	.00
2110	8FQ	FICA TAXES	7,342.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	7,342.00	.00
2120	8FQ	RETIREMENT CONTRIBUTION	13,435.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	13,435.00	.00
2130	8FQ	LIFE AND HEALTH INSURANCE	38,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	38,000.00	.00
		Total of Salaries	157,357.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	157,357.00	.00
3125	8FP	INDIRECT COSTS	6,543.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	6,543.00	.00
3410	8FR	LOCAL TRAVEL	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500.00	.00
3530	8FR	TOLL CHARGES	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
3820	8FR	MAINTENANCE OF EQUIPMENT	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
4110	8FR	OFFICE SUPPLIES (NOT INCLUDING PRINTING)	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500.00	.00
4418	8FR	EDUCATIONAL ASSISTANCE PROGRAM	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
		Total of Operations	7,693.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	7,693.00	.00
		Total of Unit 7523	165,050.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	165,050.00	.00

Community and Family Services Through **October 31, 2025**: Fund -7005 Dept 062 Unit - 7524: USDA Services **0%** of FY Elapsed

OBJECT	APPR	OBJECT NAME	CURRENT BUDGET	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ENCUMBERED AMOUNT	TOTAL YTD	BALANCE	% BUDGET USED YTD
1120	8FT	REGULAR SALARIES AND WAGES	142,827.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	142,827.00	.00
1125	8FT	RECRUITMENT & RETENTION PAY	1,542.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,542.00	.00
1140	8FT	OVERTIME	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500.00	.00
1160	8FT	LONGEVITY PAY	5,100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	5,100.00	.00
2110	8FT	FICA TAXES	10,928.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	10,928.00	.00
2120	8FT	RETIREMENT CONTRIBUTION	19,995.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	19,995.00	.00
2130	8FT	LIFE AND HEALTH INSURANCE	76,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	76,000.00	.00
		Total of Salaries	256,892.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	256,892.00	.00
3170	8FU	JANITORIAL SERVICE AND SUPPLY	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500.00	.00
4110	8FU	OFFICE SUPPLIES (NOT INCLUDING PRIN	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500.00	.00
4115	8FU	MISCELLANEOUS OPERATING	300.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	300.00	.00
4123	8FU	SUPPLIES	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
4130	8FU	EQUIPMENT LESS THAN \$5000	450.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	450.00	.00
4135	8FU	HOUSEHOLD AND KITCHEN SUPPLIES	1,532,286.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,532,286.00	.00
		Total of Operations	1,534,138.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,534,138.00	.00
		Total of Unit 7524	1,791,030.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,791,030.00	.00

Community and Family Services Through **October 31, 2025**: Fund - 7005 Dept - 062 Unit - 7525: HS Training **0%** of FY Elapsed

[illegible]

Community and Family Services Through **October 31**, Fund - 7005 Dept - 062 Unit - 7526: HS Disability **0%** of FY Elapsed

OBJECT	APPR	OBJECT NAME	CURRENT BUDGET	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ED AMOUNT	TOTAL YTD	BALANCE	BUDGET USED
1120	8F1	REGULAR SALARIES AND WAGES	362,560.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	362560	0
1125	8F1	RECRUITMENT & RETENTION PAY	807.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	807	0
1130	8F1	OTHER SALARIES AND WAGES	20,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	20000	0
1140	8F1	OVERTIME	500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	500	0
1160	8F1	LONGEVITY PAY	1,500.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1500	0
2110	8F1	FICA TAXES	27,737.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	27737	0
2120	8F1	RETIREMENT CONTRIBUTION	50,758.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50758	0
2130	8F1	LIFE AND HEALTH INSURANCE	114,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	114000	0
		Total of Salaries	577,892.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	577892	0
3195	8FK	CONTRACTUAL SERVICES MEDICAL	45,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	45000	0
3410	8FK	LOCAL TRAVEL	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3000	0
3510	8FK	POSTAGE AND MESSENGER SERVICES	150.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	150	0
3530	8FK	TOLL CHARGES	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50	0
3720	8FK	COMMUNICATIONS	2,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	2000	0
4020	8FK	SUBSCRIPTIONS	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3000	0
4040	8FK	LICENSE AND CERTIFICATION FEES	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50	0
4110	8FK	PRINTING	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3000	0
4115	8FK	MISCELLANEOUS OPERATING SUPPLIES	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3000	0
4121	8FK	COMPUTER REL LESS THAN \$5000	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50	0
4418	8FK	EDUCATIONAL ASSISTANCE PROGRAM	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50	0
4422	8FK	SCHOLARSHIPS, AWARDS AND BENEFITS	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50	0
		Total of Operations	59,400.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	59400	0
		Total of Unit 7526	637,292.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	637292	0

Community and Family Services Through **October 31, 2025** Fund - 7005 Dept - 062 Unit - 7527: HS Child Health and Development **0%** of FY Elapsed

[illegible]

OBJ	APPR	OBJECT NAME	CURRENT BUDGET	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	ENCUM AMOUNT	TOTAL YTD	BALANCE	% BUDGET USED YTD
1120	8FX	REGULAR SALARIES AND WAGES	1,486,395.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,486,395.00	.00
1125	8FX	RECRUITMENT & RETENTION PAY	15,684.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	15,684.00	.00
1130	8FX	OTHER SALARIES AND WAGES	72,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	72,000.00	.00
1140	8FX	OVERTIME	5,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	5,000.00	.00
1160	8FX	LONGEVITY PAY	14,750.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	14,750.00	.00
2110	8FX	FICA TAXES	113,712.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	113,712.00	.00
2120	8FX	RETIREMENT CONTRIBUTION	208,098.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	208,098.00	.00
2130	8FX	LIFE AND HEALTH INSURANCE	551,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	551,000.00	.00
		Total of Salaries	2,468,839.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	2,468,839.00	.00
3179	8FY	CONTRACTUAL SERVICES																	
3410	8FY	EMPLOYMENT AGENCY	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
3530	8FY	LOCAL TRAVEL	3,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	3,000.00	.00
3720	8FY	TOLL CHARGES	100.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	100.00	.00
		COMMUNICATIONS	12,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	12,000.00	.00
		BOOKS, COMPACT DISKS, VIDEOS, AND																	
4020	8FY	SUBSCRIPTIONS	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
		OFFICE SUPPLIES (NOT INCLUDING																	
4110	8FY	PRINTING)	10,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	10,000.00	.00
4115	8FY	MISCELLANEOUS OPERATING SUPPLIES	5,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	5,000.00	.00
		COMPUTER EQUIP UNDER \$500 &																	
4121	8FY	COMPUTER REL LESS THAN \$5000	50.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	50.00	.00
4123	8FY	EQUIPMENT LESS THAN \$5000	4,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	4,000.00	.00
4412	8FY	PROMOTIONAL EXPENSES	7,000.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	7,000.00	.00
4418	8FY	EDUCATIONAL ASSISTANCE PROGRAM	1,216.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	1,000.00	.00
4450	8FY	PARENT ACTIVITY FUND	9,216.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	9,216.00	.00
		Total of Operations	51,576.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	51,576.00	.00
		Total of Unit 7528	25181.55.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	2,518,155.00	.00

Community and Family Services Through **October 31, 2025** Fund - 0001 Dept - 062 Unit - 7529: HS General Fund **0%** of FY Elapsed

[illegible]

[illegible]

Credit Card Expenses

October 31, 2025

CH Full Name	Post Day	Comp Supp Name	Amount
CUEVAS SAYAGO, LEONOR	10/02/25	SQ ONEPARTY2REMEMBER	\$1,465.00
CUEVAS SAYAGO, LEONOR	10/02/25	LITTLE CAESARS	\$55.92
CUEVAS SAYAGO, LEONOR	10/07/25	PUBLIX #436	\$70.83
CUEVAS SAYAGO, LEONOR	10/08/25	SP KATE FARMS	\$153.00
CUEVAS SAYAGO, LEONOR	10/09/25	PUBLIX #1501	\$24.89
CUEVAS SAYAGO, LEONOR	10/10/25	TARGET	\$16.75
CUEVAS SAYAGO, LEONOR	10/17/25	PUBLIX #1338	\$61.04
CUEVAS SAYAGO, LEONOR	10/23/25	WAL-MART #3162	\$86.50
CUEVAS SAYAGO, LEONOR	10/23/25	PUBLIX #436	\$32.28
DUCK, CORTINA	10/01/25	NIC -DCF CHILD CARE	\$43.43
DUCK, CORTINA	10/06/25	NIC -DCF CHILD CARE	\$101.00
DUCK, CORTINA	10/28/25	NIC -DCF CHILD CARE	\$66.66
ELIBERT, MIGUERLINE	10/02/25	PAYPAL ELCORANGE	\$4,377.50
ELIBERT, MIGUERLINE	10/06/25	FLORIDA HEAD START ASSOCI	\$6,144.00
ELIBERT, MIGUERLINE	10/06/25	REGION IV HEAD START ASSO	\$1,000.00
ELIBERT, MIGUERLINE	10/07/25	MARKEL	\$5,458.00
ELIBERT, MIGUERLINE	10/09/25	AMAZON MKTPL	\$152.94
ELIBERT, MIGUERLINE	10/10/25	ODP BUS SOL LLC	\$2,174.50
ELIBERT, MIGUERLINE	10/29/25	WATER COFFEE DELIVERY	\$1,002.36
MOORE, SANDRA	10/13/25	UNITED TROPHY AND AWARDS	\$288.00
MOORE, SANDRA	10/14/25	AMAZON MKTPL	\$210.43
MOORE, SANDRA	10/14/25	DOLLAR TREE	\$11.25
MOORE, SANDRA	10/17/25	SQ ONEPARTY2REMEMBER	\$840.00
MOORE, SANDRA	10/20/25	PANERA BREAD	\$342.60
MOORE, SANDRA	10/27/25	SQ ONEPARTY2REMEMBER	\$875.00
PERRY, DESHON	10/02/25	FSP COUNCIL FOR PROFESSIO	\$525.00
RUFF, SANDRA D	10/09/25	FLORIDA HEAD START ASSOCI	\$2,850.00
TEMPLE, REGINA	10/01/25	PUBLIX #605	\$40.47
TEMPLE, REGINA	10/03/25	WM SUPERCENTER	\$85.88
TEMPLE, REGINA	10/03/25	PUBLIX #605	\$28.95
TEMPLE, REGINA	10/10/25	WM SUPERCENTER	\$38.96
TEMPLE, REGINA	10/13/25	PUBLIX #331	\$7.58
TEMPLE, REGINA	10/27/25	PUBLIX #605	\$42.09
VILLALOBOS, NANCY	10/08/25	FLORIDA HEAD START ASSOCI	\$4,750.00
VILLALOBOS, NANCY	10/10/25	HIGHSCOPE EDUCATIONAL RES	\$3,900.00

Total

\$37,322.81

Head Start Policy Council

Human Resources Committee

October 2025 Actions

I. Pending Approval for hire

[illegible]

II. Termination from employment (Involuntarily)

Job Title	Reason	Employee's Name

III. Separation from employment (Voluntarily)

Job Title	Reason	Employee's Name
Teacher	Retirement	Tammy Miller

IV Current Head Start Openings – As of 11/17/25

[illegible]



ORANGE COUNTY FAMILY SERVICES HEAD START EDUCATION

Policy Council Recommended Staff Qualifications for hire

Policy Council Meeting November 20, 2025

Recommended Staff Qualifications for hire

1. Name: Della Williams

Position: Teacher

Location: Lila Mitchell

- **Over 30 years experience in early childhood education**
- **OC Head Start Teacher Assistant @ Lila Mitchell 23 years**
- **Associate Arts Degree ECE**
- **DOE Staff Credential Verification Do not expire**
- **Directors Credential**
- **State mandated 45 hours**
- **First aid/CPR**

2. Name: Widline William

Position: Teacher

Location: Pine Hills

- **Over 20 years experience in early childhood education**
- **OC Head Start Teacher Assistant @ Pine Hills 4 years**
- **Associate Arts Degree General Studies (18 ECE Credits)**
- **Enrolled in Bachelors of Arts in ECE**
- **Child Development Associate (CDA) expires Feb 2026**
- **DOE Staff Credential Verification Do not expire**
- **Director Credential**
- **State mandated 45 hours**
- **First aid/CPR**

3. Name: Samantha Morales

Position: Teacher

Location: Hal Marston

- **Over 11 years experience in early childhood education**
- **OC Head Start Teacher Assistant @ Hal Marston 3/2025**
- **Associate Arts Degree ECE**
- **DOE Staff Credential Verification Do not expire**
- **State mandated 45 hours**
- **First aid/CPR expires July 2026**



ORANGE COUNTY FAMILY SERVICES HEAD START EDUCATION

Policy Council Recommended Staff Qualifications for hire

4. Name: Kimberly Henry

Position: Teacher

Location: Hal Marston

- **Over 24 years experience in education**
- **Masters Arts in Education Administration & Supervision**
- **Bachelors Degree in Communication**
- **Previous preschool assistant director**
- **Previous Child development Specialist Mid Fla Head Start**
- **State of Florida certified teaching certificate**

5. Name: Emine Aydin

Position: Teacher assistant

Location: Pine Hills

- **Over 8 years experience in education**
- **One year experience at UCP Central Florida (special ed)**
- **Bachelors Degree ESOL**
- **Mental Health First Aide Certification to young people**
- **First aid/CPR expires August 21, 2026**

6. Name: Widline Santil

Position: on call substitute

Location: Rosemont

- **Over 15 years experience working with early childhood**
- **Head Start parent**
- **Infant/Toddler Child development Associate expired**
- **Director Credential expired**
- **First aid/CPR expires July 2027**

7. Nicole Cartagena

Position: teacher aide

Location: Pine Hills

- **Parent Volunteer @ Pine Hills Head Start**
- **Over Two (2) years experience in early childhood**
- **Florida State mandated 45 hours**

8. Shaniya Parker

Position: teacher aide

Location: WSEL

- **Over Two (2) years experience in early childhood**



ORANGE COUNTY FAMILY SERVICES HEAD START EDUCATION

Policy Council Recommended Staff Qualifications for hire

- Florida State mandated 45 hours
- First aid/CPR expires 02/2027
- Enrolled in Child Development Associate CDA course

9. Janexi Tarazona

Position: teacher aide

Location: Lovell

- Masters Degree in Engineering
- Over Two (2) years experience in early childhood
- Florida State mandated 45 hours
- Bilingual English/Spanish

<i>vacancies</i>		
<i>Teachers</i>	<i>Assistants/aides</i>	<i>Center Supervisor</i>
1. West Oaks	1. John Bridges	
2. Riverside	2. Hal marston	
3. WSEL	3. Pine Hills	
4. Engelwood	4. John Bridges	
5. McCoy	5. Pine hills	
	6. Rosemont	
	7. Riverside	
	8. Southwood	

Selected Candidate:	Is the Position Underslotted?	Job Title:	Reports To:	Work Location:
Nicole Cartagena	Yes	Aide	Tiffany Brown	Pine Hills
Shaniya Parker	Yes	Aide	Nicole Davis	WSEL
Janexi Tarazona	Yes	Aide	Princess Ortiz	Lovell
Yasmine Velazquez	Yes	Teacher Aide	Aturia Hall	Callahan, 101 North Parramore, Orlando, FL 32805
Julie Duong	No	On Call	Sunitha Koorathota	Substitute (West Oaks)
Kimberly	No	Teacher	Jeneil parker	Hal marston
Della	No	Teacher	Tonya	Lila Mitchell
Widelyn		Teacher	Tiffany	Pine Hills
Samantha Morales	No	Teacher	Jeneil Parker	Hal Marston
Emine Aydin	Yes	Aide	Tiffany Brown	Pine Hills
Widline Santil	No	On call	Sunitha Koorathota	Substitute (Rosemont)

ORANGE COUNTY HEAD START 2025-2026

ERSEA REPORT

MONTH: OCTOBER YEAR: 2025



Sites	Funded Enrollment	Monthly Enrollment	10% IEP YTD	Drops	Monthly Waiting List	Monthly New Applications 2024-2025	Monthly Applications 2025-2026	Monthly Attendance Under County % Under Federal %
Aloma	37	37	3	1	6	0	2	92.92%
Bithlo	32	32	5	1	6	0	2	93.61%
Callahan	46	42	1	1	0	0	1	82.72%
Dillard	37	36	4	1	1	0	1	90.15%
Dover Shores	57	57	4	0	4	0	7	92.82%
East Orange	110	106	5	3	1	0	3	90.32%
Engelwood	57	54	6	2	0	0	2	89.07%
Hal P Marston	80	71	6	2	0	0	5	92.02%
John Bridges	131	131	10	1	9	0	5	88.75%
Lila Mitchell	68	68	5	1	1	0	6	89.44%
Lovell	37	36	2	2	2	0	3	92.54%
McCoy	37	36	3	1	4	0	0	87.75%
Pine Hills	188	188	12	2	14	0	8	92.56%
Riverside	37	36	1	2	0	0	1	89.25%
Rosemont	37	36	0	1	2	0	5	88.01%
S.O YMCA	60	60	8	1	4	0	8	93.14%
Southwood	114	114	11	0	18	0	3	93.54%
Taft	111	110	6	1	3	0	8	91.62%
Three Points	57	57	5	0	0	0	2	92.42%
Ventura	37	35	5	2	0	0	2	85.97%
WS Elementary	49	47	0	2	0	0	4	87.17%
WS ELC	80	72	5	3	1	0	10	86.78%
West Oaks	37	37	4	1	5	0	5	93.18%
OCHS Total	1536	1498	111(7.41%)	31	81 (5.27%)	0	93	90.62%
Goal			10%	-0-Cho	10%			90%

Recruitment Efforts per Site	
Aloma	6 Indigo Winter Park Apartments, Taco Bell, Venetian Place, Walmart, Sedona's and Wendy's
Bithlo	3 Tractor Supply CO, WaWa and Dollar Tree
Callahan	5 Callahan National Night Out, Hey Café National Night Out, National Breast Cancer Walk, Trunk or Treat Event and Head Start Resource Fair
Dillard	5 Tri City Shopping Center, Winter Garden Shopping Plaza, Key Foods, Jessie Brock Community Center and West Point Villas
Dover Shores	6 Orlando Family Medical, Ane G. University, Orange County Library System, Dover Shores Neighborhood Center, Ross and Dover Shores School
East Orange	16 Omnia Dental Arts, Waterford Elementary, Sunrise ES, Riverdale Elementary, Crossover Church, K&G, Bithlo Community Center, Samaritan Resource Center, All Uniform Wear, Mentors for Fatherless Children and Abused Families, Orange County Community Action Meeting
Engelwood	3 Sedano's, Tom's Coin Laundry and Lily Nails
Hal P Marston	3 Ms. Lee, Citgo on Mercy Drive and Citgo on Old Winter Garden Rd.
John Bridges	5 Goodwill, NCF Zellwood, the Hope Center, Community Action and Rose Mom's
Lila Mitchell	3 Wawa, Lila Mitchell Parking Lo and OC Library Systems
Lovell	1 Lovell Elementary
McCoy	3 Orange County Library Systems, Advance Coin Laundry and Israel EBT WIC Store
Millenia Elementary	N/A
Pine Hills	2 Pine Hills Night Out and the CFSD Resource Fair
Riverside	N/A
Rosemont	N/A
Southwood	3 Caresify Home Health, Element Chiropractic and Discount Coin Laundry
SO YMCA	3 Border Grill Fresh-Mex, Mi Bandera Supermarket and Busy Bee Supermarket
Taft	3 Taft Community Center Fall Event, Harbor Beach Apartments and Deerfield Village Plaza
Three Points	3 Mipan Boricua Latin Food, Great Clips and San Isaac Jogues Church
Ventura	3 Venetian Place, Walmart and Sedano's
WS ELC	10 Magical Dry Cleaners, Lee's Market, First Round Barber & Stylist, AdventHealth Emergency ER Millenia, Millenia Café, Ball's Temple First Born Church of the Living God, Sam's Service Center, New Bethel AME Church and Family Dollar.
WS Elementary	3 Boys & Girls Club, Fresenias South Orlando, Westlakes and the Wellness Center
West Oaks	4 Children First, La Difference Bakery, Lake Sherwood Apartment and America's Best
Total	93

August 2025 Updates:

• VPK: Current <u>(552)</u>
• Funded Enrollment 1536 School Year 2025-2026: <u>Current (1495 - 97%) / Funded Enrollment 780 Full Day - Full School Year 2025-2026 (692 - 89%)</u>

2335 - Attendance Works Chronic Absence Charts

Program Term: All | All | Enrollment Status: Enrolled Only | Charts to Include: All | Graph By: Percentage of participants
| Level: Per Agency | Time Frame: 10/01/2025 - 10/31/2025 | Page Break: None | Flag/Group: Not Filtered | Program
Option: All | Responsible Staff: All

CHRONIC ABSENCE (Percentage)

Orange County Head Start



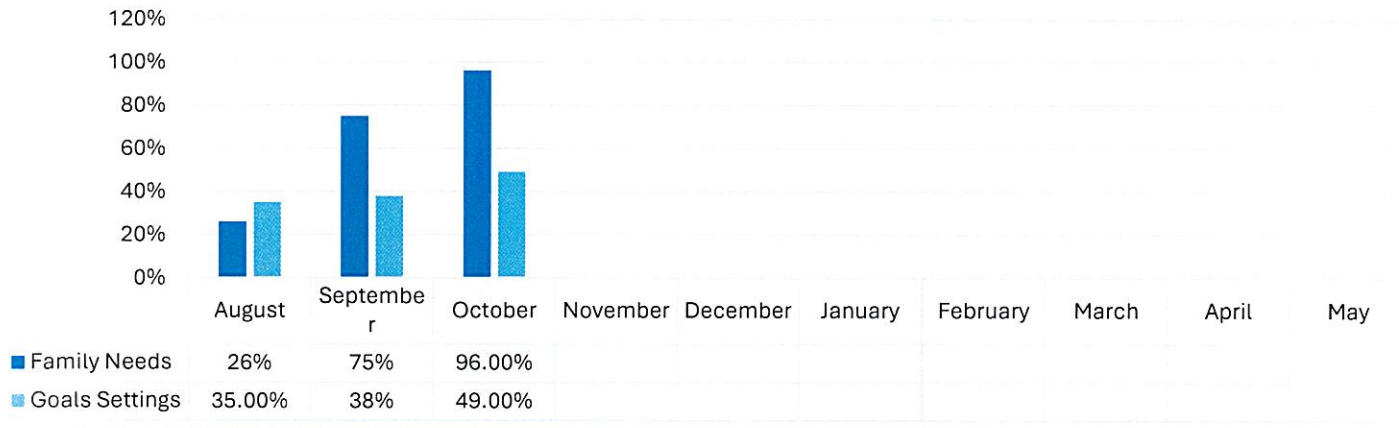
FAMILY ENGAGEMENT

Creating Connections, Building Bridges... Together.

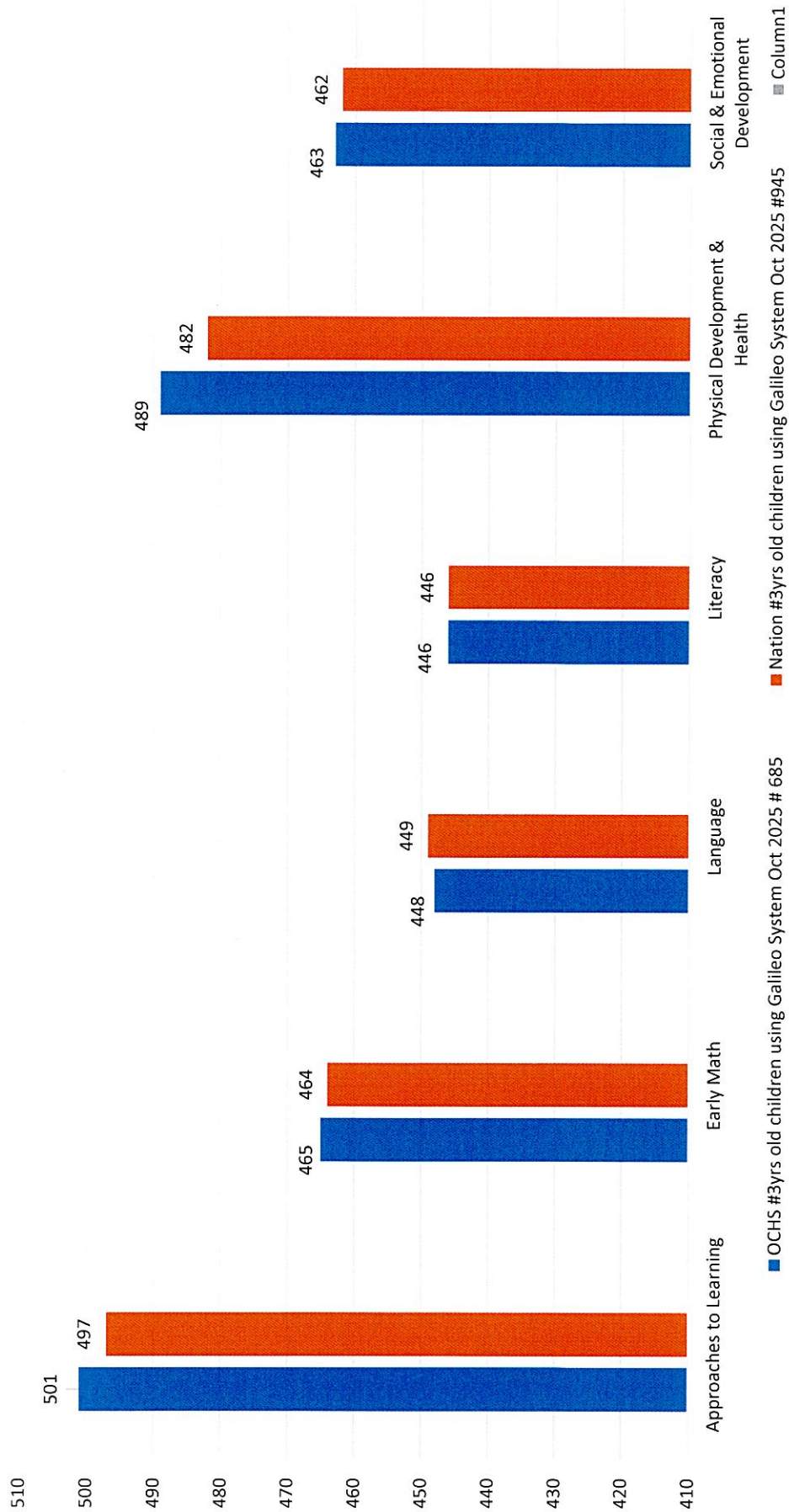
Monthly Report: October 2025

Family Services Activities	Aug 2025	Sept 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	April 2026	May 2026	June 2026
Number of Fatherhood Activities	13	17	22								
Number of Fatherhood Participants	259	338	466								
Number of Parent Educational Trainings Provided	22	21	13								
Number of Parents Attended	549	259	110								
Number of Families Experiencing Homelessness YTD	68	30	32								
Number of Families Acquired housing	0	1	0								
Number of ESL/GED Training	0	46	50								
Number of Parents involved in Health Education	0	0	0								

Family Needs Assessment/Goal Setting



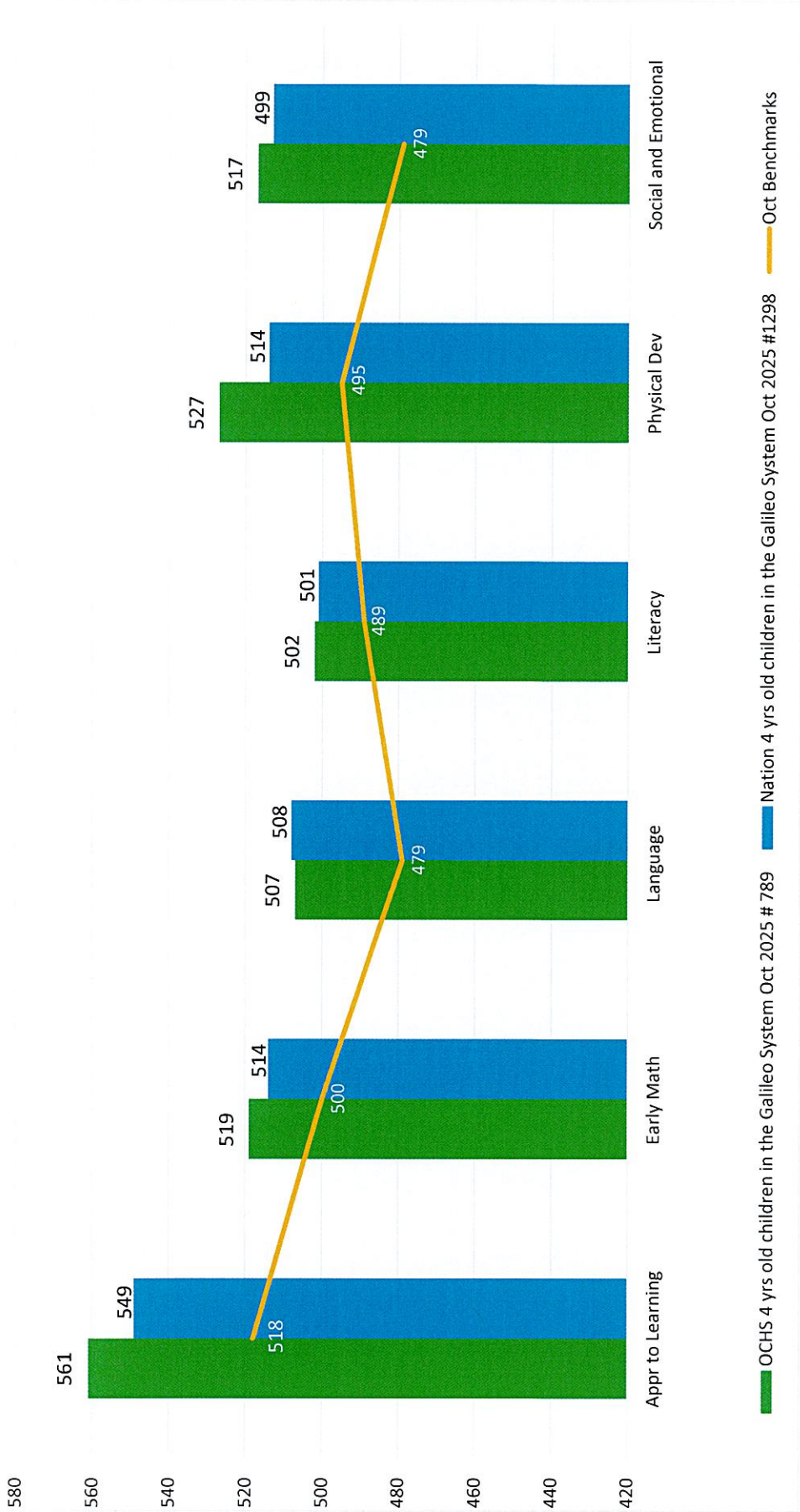
Orange County Head Start
Early Childhood Assessment Scores
Three Years Old (3 Yrs) October 2025



*The Developmental Scores (DL) indicates the Orange County Head Start first year enrolled children’s position in the Galileo Developmental Progression Validated System in comparison with the Nation.

BENCHMARKS October 2025				
APL	EM	LANG	LIT	PDH
473	451	429	438	456
				SED
				437

Orange County Head Start
Early Childhood Assessment Scores
Four Year Old (4 Yrs) Oct 2025



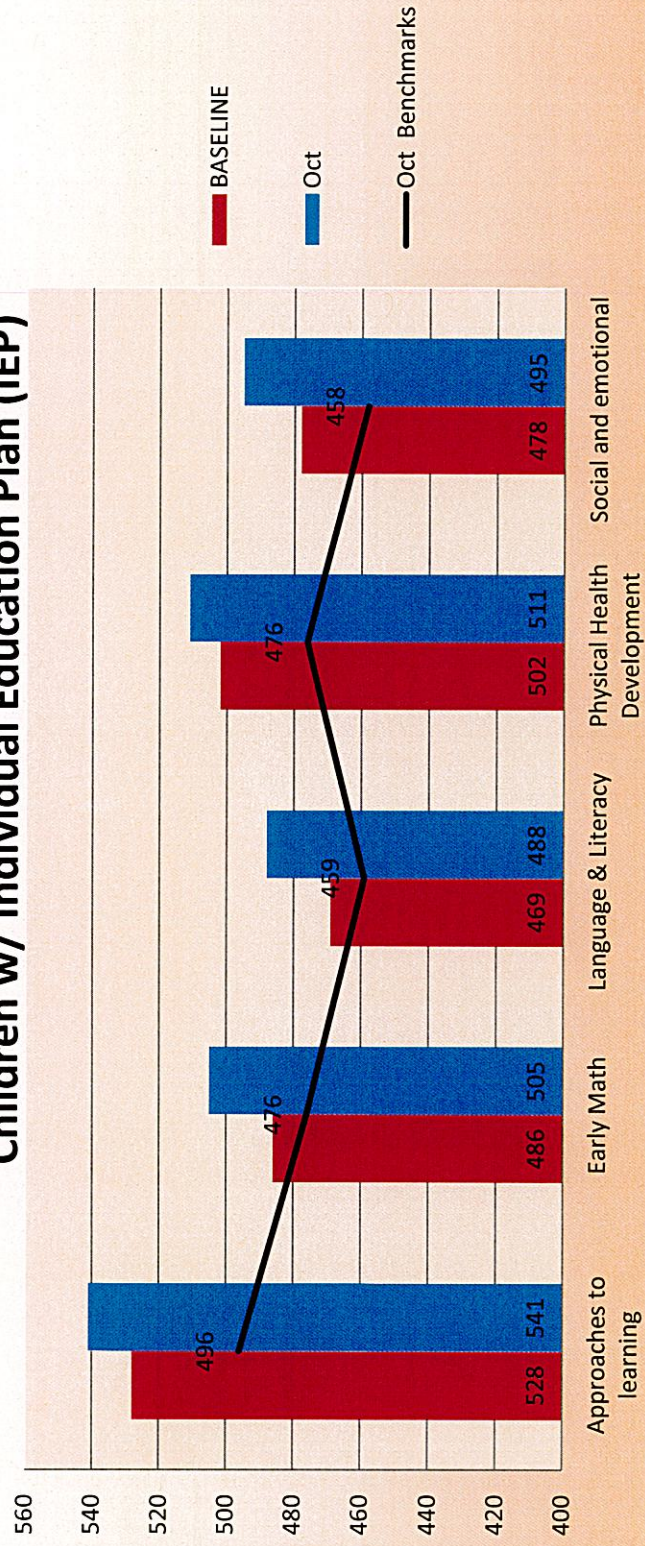
*The Developmental Scores (DL) indicates the Orange County Head Start 4-5 years old children’s position in the Galileo Developmental Progression Validated System in comparison with the Nation.

Benchmark Oct 2025				
APP	EM	LANG	LIT	SED
518	500	479	489	479

MENTAL HEALTH AND DISABILITY OUTCOMES ANALYSIS October 2025

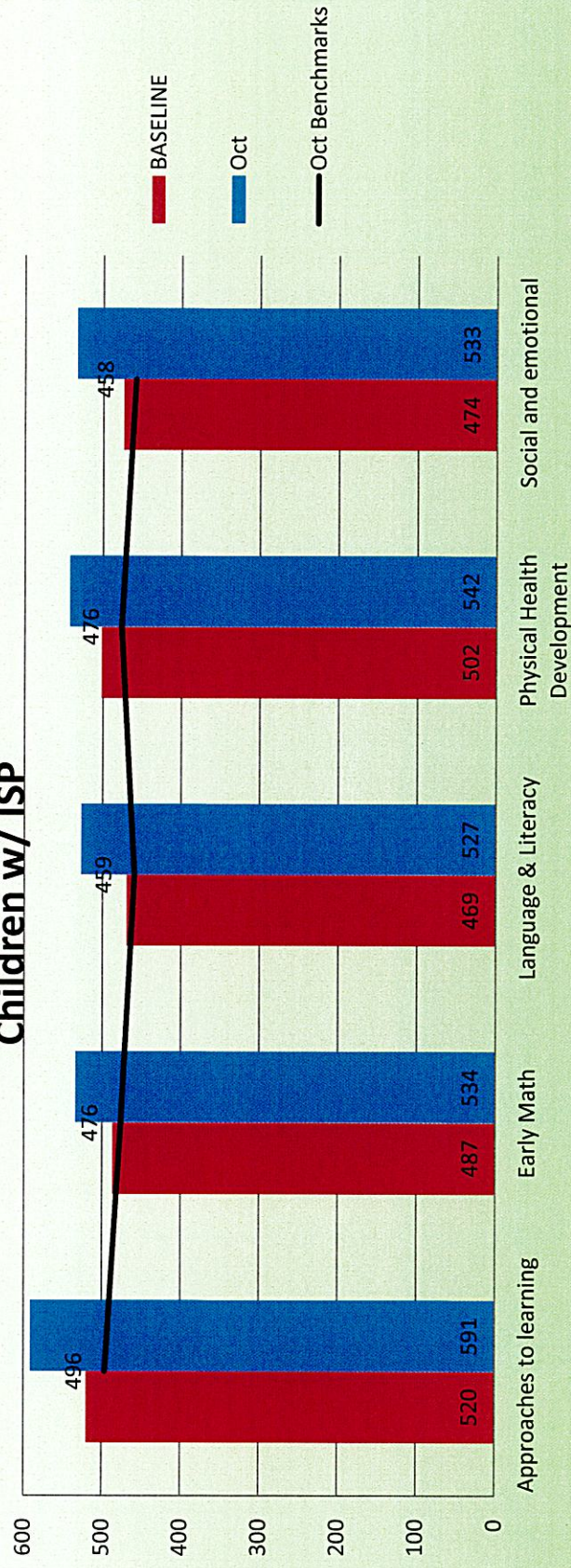
	BASELINE	Oct	Oct Benchmarks
Approaches to learning	528	541	496
Early Math	486	505	476
Language & Literacy	469	488	459
Physical Health Development	502	511	476
Social and emotional	478	495	458

Orange County Head Start Children w/ Individual Education Plan (IEP)



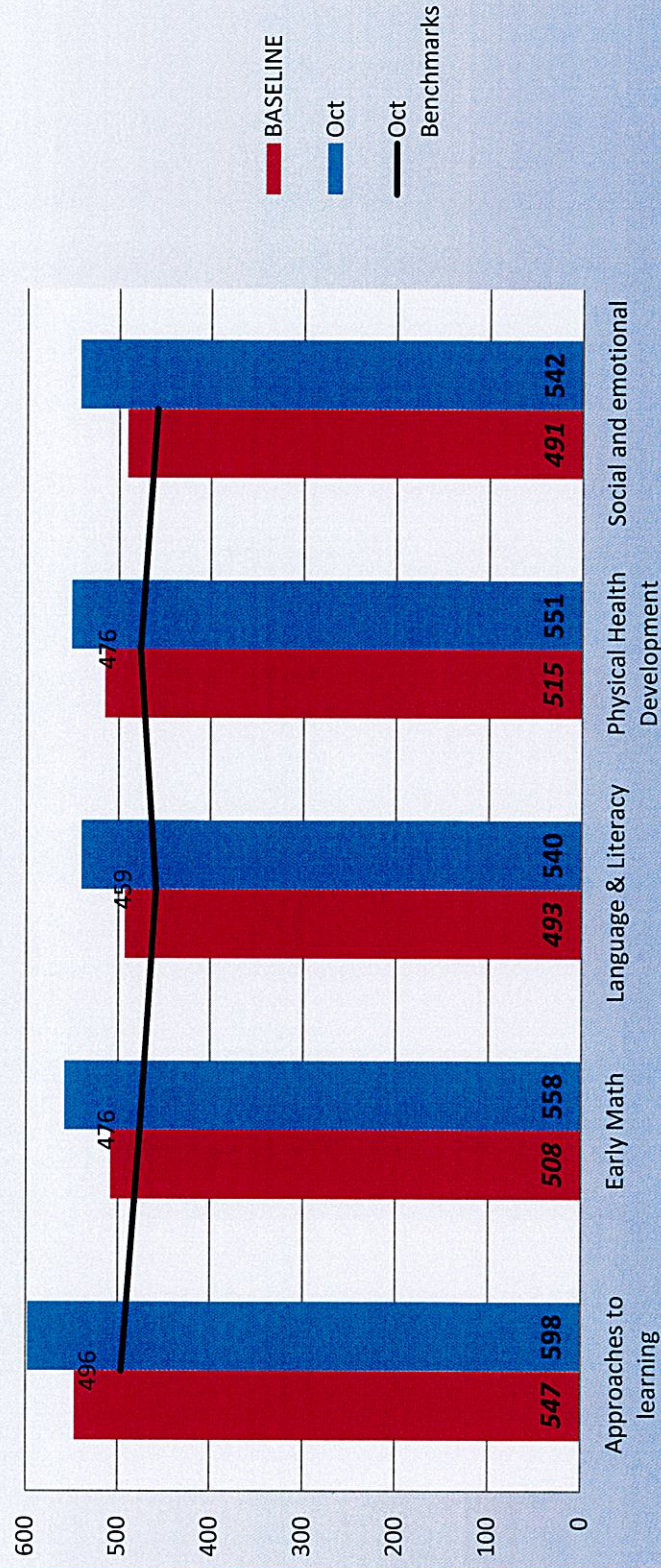
	BASELINE	Oct	Oct Benchmarks
Approaches to learning	520	591	496
Early Math	487	534	476
Language & Literacy	469	527	459
Physical Health Development	502	542	476
Social and emotional	474	533	458

Orange County Head Start Children w/ ISP



	BASELINE	Oct	Oct Benchmarks
Approaches to learning	547	598	496
Early Math	508	558	476
Language & Literacy	493	540	459
Physical Health Development	515	551	476
Social and emotional	491	542	458

Orange County Head Start Children w/ Behavior Plan



Orange County Head Start Medical and Dental Unit Monthly Report

2025-2026 School Year

Program Description	August	September	October	November	December	January	February	March	April	May
Total Number of HS children served (report 2001)	1364	1423	1498							
Number of children meeting requirement of health physicals: (report 3035)	1284 / 94%	1360 / 96%	1486 / 99%							
The number of HS families referred to medical and/or dental services. (report 4120)	73 dentals 0 Medical	106 Dental 0 Medical	133 dentals 0 medical							
Number of HS children medical home requirement (report 2001)	1049 / 76%	1227 / 86%	1267 / 85%							
Number of HS children meeting immunization requirements (3320)	1364 / 100%	1421 / 99%	1471 / 98%							
Number of HS children with a dental exam (report 3035)	1123 / 82%	1386 / 97%	1401 / 94%							
Number of HS children needing dental treatment (report 3035)	76 / 6%	77 / 6%	136 / 10%							
Number of Health Action Plan (report 2110)	295	300	311							
Number of sites visit by LPN, RN & CNA monthly	31	45	39							

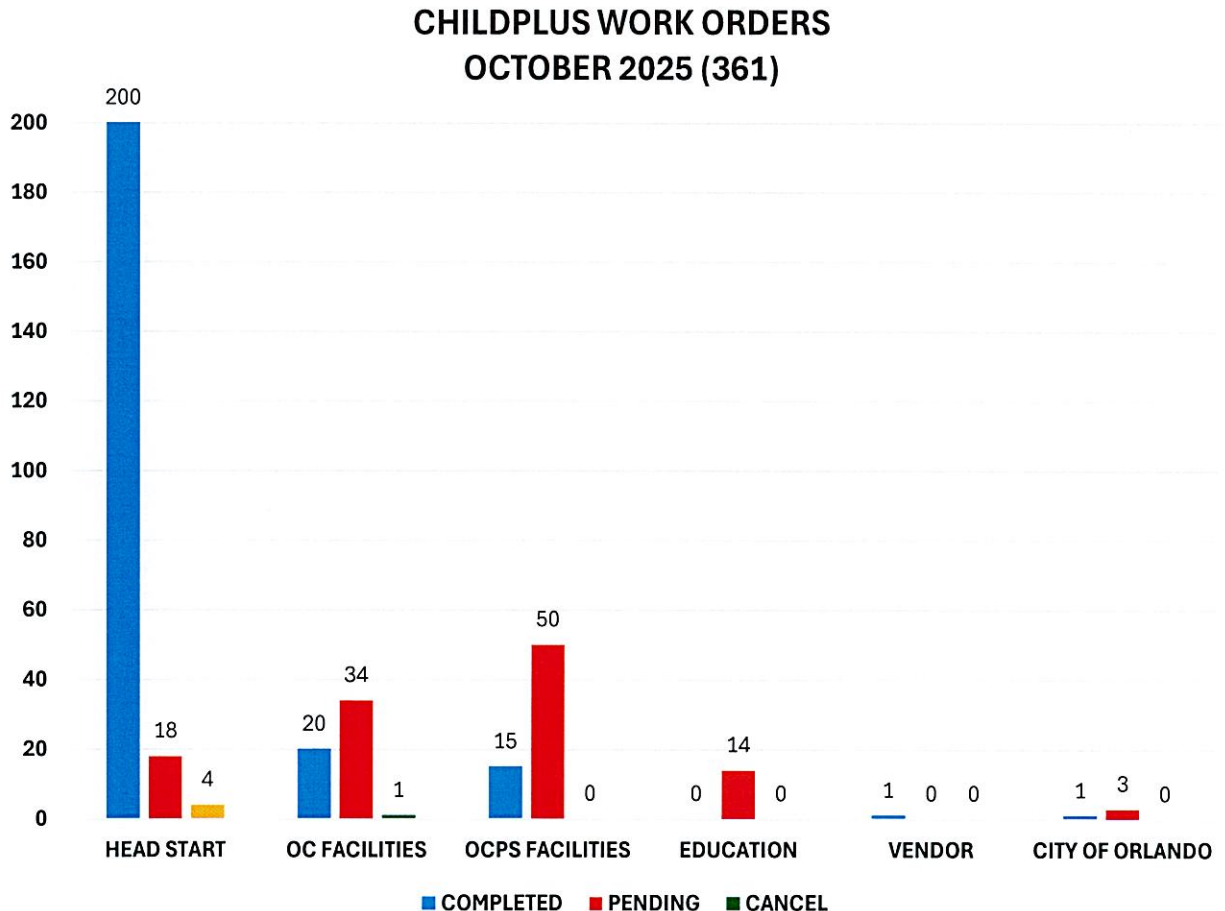
MAINTENANCE MONTHLY REPORT

October 2025

1. WORK ORDERS

During October of 2025, a total of **361** work orders were created through ChildPlus and processed as follows:

ASSIGNED TO	COMPLETED	PENDING	CANCEL	TOTAL
HEAD START	200	18	4	222
OC FACILITIES	20	34	1	55
OCPS FACILITIES	15	50	0	65
EDUCATION	0	14	0	14
VENDOR	1	0	0	1
CITY OF ORLANDO	1	3	0	4
TOTAL	237	119	5	361



2. WAREHOUSE WORK

During October, the Maintenance team performed warehouse duties in the absence of the Warehouse Specialist. These responsibilities included receiving and processing purchases in Maximo, as well as delivering work orders to our various centers. This process included 56 different items purchased from Kaplan and 59 purchased from Lakeshore.

3. RENOVATIONS

We did pressure-washing to the following centers playgrounds:

- Bithlo
- Pine Hills

We clean the ABC carpets in the following centers:

- Lila Mitchell
- Pine Hills
- Southwood
- Taft
- Washington Shore Elementary

4. ADDITIONAL WORKS

- We fixed everything we could, found during our First 2025-2026 Preventive Maintenance Inspection in all twenty-three centers.
- I have been training the new Maintenance employee Kerwing Juarez Garcia
- I participated in the last new employees training

Fiscal Year 2026 Monitoring Process for Head Start Recipients

ACF-OHS-IM-25-05

U.S. (UNITED STATES) DEPARTMENT
OF HEALTH AND HUMAN SERVICES

ACF
Administration for Children
and Families

1. Log Number: ACF-OHS-IM-25-05
2. Issuance Date: 09/25/2025
3. Originating Office: Office of Head Start
4. Key Words: Monitoring; FY 2026; CLASS®

INFORMATION MEMORANDUM

TO: All Head Start Grant Recipients

SUBJECT: Fiscal Year 2026 Monitoring Process for Head Start Recipients

INFORMATION:

Section 641A </policy/head-start-act/sec-641a-standards-monitoring-head-start-agencies-programs> of the Improving Head Start for School Readiness Act of 2007 (the Act) requires the Office of Head Start (OHS) to monitor programs to make sure they meet quality and compliance standards. This Information Memorandum (IM) explains the monitoring process for fiscal year (FY) 2026, including updates to review formats and when reviews will take place during a grant period.

OHS (Office of Head Start) is committed to strong program management, protecting children’s health and safety, and ensuring effective oversight. To support these priorities, OHS (Office of Head Start) has refined the monitoring approach to be more focused, efficient, and responsive to program needs. This year, updates to monitoring reviews include streamlining and clarifying review questions, reducing the total number of questions from 449 in FY25 to 203 for FY26 (Fiscal Year 2026) (54.8 percent decrease overall), and shortening on-site review days from 5 days to 3 or 3.5 days. These updates focus reviews on the most critical elements for child safety and program integrity, as well as reviewing for compliance with all applicable state statutes and regulations for licensing. These updates help strengthen systems early in the grant cycle, support fiscal integrity, and allow more on-site visits sooner in the process to ensure that there is a strong organizational foundation early in the grant cycle. Together, these updates keep our partnership with recipients strong while maintaining accountability to Head Start standards.

FY26 Monitoring Review Types starting October 2025

Review Type	FY26 Format	Start Date
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Review Type	FY26 Format	Start Date
Focus Area 1 (FA1): Program Systems Review	Reviews foundational systems that ensure strong operations, fiscal integrity, and child safety across all sites. Reviews happen in years 1 or 2 of the grant; using both virtual and on-site formats.	October 2025
Focus Area 2 (FA2): Comprehensive Services Review	Reviews the quality of education, health, and family services to strengthen child and family outcomes, and ensures implementation of eligibility, recruitment, selection, enrollment, and attendance (ERSEA) requirements. Reviews happen in years three or four of the grant; using both virtual and on-site formats.	October 2025
Classroom Assessment Scoring System (CLASS®)	Reviews teacher-child interactions. Reviews happen in years two through four of the grant, using a self-recorded video submission. <i>On-site reviews are available upon request.</i> American Indian and Alaska Native (AIAN) programs have the option to conduct a self-review.	October 2025 ×
Follow-up Reviews	Both virtual and on-site formats, aligned to the nature of the findings.	As needed
Risk Assessment Notification (RAN) Reviews	Both virtual and on-site formats, aligned to the nature of the findings	As needed
Other/Special Reviews	Conducted on-site or virtually, with or without notice.	As needed

Note: OHS (Office of Head Start) has the right to conduct unannounced reviews at any time.

FA1 Program Systems Review

The FA1 (Focus Area 1): Foundational Systems Review happens in the first or second year of the grant cycle and includes a mix of virtual and on-site formats. This review focuses on program systems that support high-quality services while eliminating unnecessary burden for recipients. This review helps OHS (Office of Head Start) understand each recipient's foundation for program services, including governance, staffing and supervision, service design, internal monitoring, fiscal capacity, and integrity,

and ERSEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance) processes. This review type checks if programs meet the requirements of the Uniform Guidance, and the Head Start Act. Updates to the FA1 (Focus Area 1) review this year include:

- Streamlining review questions – reducing the number of items reviewed in each content area by 30–50 percent to improve efficiency while maintaining rigor.
- Focusing earlier on critical systems – incorporating fiscal, governance, and ERSEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance) into the FA1 (Focus Area 1) review to assess these foundational areas sooner in the grant cycle.
- Adding on-site engagement – introducing an on-site component, in addition to virtual formats, to strengthen understanding of program operations and the systems in place to keep children safe.

FA2: Comprehensive Services Review

The FA2 (Focus Area 2): Comprehensive Services Review happens in the third or fourth year of the grant cycle and includes a mix of virtual and on-site formats. This review gives recipients the chance to show how they deliver high-quality services to children and families that meet Head Start requirements. The review looks at the quality of education, health, and family services; checks that ERSEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance) requirements are met; and reviews fiscal capacity and integrity. It also helps OHS (Office of Head Start) understand each recipient's performance and confirm that programs meet the requirements of the Uniform Guidance, and the Head Start Act. Updates to the FA2 (Focus Area 2) review this year include: ✕

- Streamlining questions for clarity, making the review process more efficient and focused.
- Increasing the specificity of review items to provide more actionable feedback to recipients.
- Maintaining a strong focus on child safety, program quality, and fiscal integrity throughout the review process.
- Shortening the on-site portion from 5 days to 3.5 days, reducing burden while maintaining a thorough review.

CLASS® Reviews

Section 641A(c)(2)(F) of the Act requires OHS (Office of Head Start) to assess the quality of teacher–child interactions using a valid and reliable observation measure. In FY26 (Fiscal Year 2026) OHS will continue using the 2008 edition of the CLASS (Classroom Assessment Scoring System) Pre-K tool. Scores will count toward Designation Renewal System (DRS) decisions using the competitive thresholds set in the 2020 final rule on DRS changes </policy/pi/acf-pi-hs-20-05>. A 2024 rule delays the increase in the CLASS (Classroom Assessment Scoring System) Instructional Support competitive threshold from 2.3 to 2.5 until August 1, 2027.

In FY26 (Fiscal Year 2026), programs scheduled for a CLASS (Classroom Assessment Scoring System) review will record and submit their own classroom videos (video review). On-site reviews with certified CLASS (Classroom Assessment Scoring System) observers are available **only** by request.

AIAN (American Indian and Alaska Native) Head Start programs can choose to do a self-review for their CLASS (Classroom Assessment Scoring System) review. All AIAN (American Indian and Alaska Native) grant recipients have the option for a self-review, including those that have consolidated their Head Start program into an approved Pub. L. 102-477 Plan.

All recipients will have the opportunity to attend information sessions specifically developed to discuss FY26 (Fiscal Year 2026) CLASS (Classroom Assessment Scoring System) options, including a group of sessions convened specifically for AIAN (American Indian and Alaska Native) recipients.

RAN Reviews

OHS (Office of Head Start) conducts RAN reviews when there are serious child health or safety concerns due to a reported incident. These reviews start when OHS (Office of Head Start) needs more information about a significant incident that occurred within a program. They focus on issues such as abuse, neglect, inappropriate conduct, inadequate supervision, or unauthorized release of a child.

RAN reviews are designed to:

- Make sure serious incidents are reported quickly and accurately
- Identify any program or management issues that contributed to the incident
- Share the corrective actions that are needed
- Provide feedback to help programs prevent similar incidents in the future

✕

Other Reviews

OHS (Office of Head Start) may conduct special reviews when there are concerns that fall outside the regular monitoring schedule. These reviews can be done on-site or virtually and may take place with or without advance notice. OHS (Office of Head Start) also has the right to conduct unannounced reviews at any time.

Tribal Programs Integrated Under Pub. L. 102-477 Plans

As required by law, OHS (Office of Head Start) will continue to work with the Tribe and the Bureau of Indian Affairs to conduct monitoring and oversight. Tribal grant recipients that include their Head Start program in a Pub. L. 102-477 plan should describe their monitoring approach in that plan. Information from these reviews helps determine continued Head Start funding through DRS (Designation Renewal System). Programs may receive funds without competition only if the Administration for Children and Families (ACF) determines they provide a high-quality, comprehensive program.

For Tribal programs that are integrated under a Pub. L. 102-477 plan and choose to participate in OHS (Office of Head Start) monitoring, OHS (Office of Head Start) will continue to conduct monitoring and a CLASS (Classroom Assessment Scoring System) review (self-review option available) to help ACF (Administration of Children and Families) confirm the program is delivering a high-quality, comprehensive program.

Scheduling

Each year, programs must submit a calendar showing when programs are open and when children are in session. OHS (Office of Head Start) uses this calendar to schedule monitoring reviews. If the schedule changes, programs should update their calendar right away. OHS (Office of Head Start) can only approve rescheduling in exceptional situations. OHS (Office of Head Start) may also conduct reviews without advance notice.

Communications

Programs scheduled for a monitoring review in FY26 (Fiscal Year 2026) will receive a notification letter 45 days before the review starts. The assigned review lead will also schedule a planning call to discuss the review and learn about the program's current service delivery. After the review, OHS (Office of Head Start) will issue the report within 60 days.

Questions

For questions regarding FY26 (Fiscal Year 2026) monitoring, please contact the appropriate regional office.

Thank you for the continued commitment to the success of Head Start children and families.

Sincerely,

/ Tala Q. Hooban /

Tala Q. Hooban
CAPT, U.S. Public Health Service
Acting Director
Office of Head Start

✕

Addressing Vacant Slots Due to Chronic Absenteeism in Head Start Programs

ACF-OHS-IM-25-06

U.S. (UNITED STATES) DEPARTMENT
OF HEALTH AND HUMAN SERVICES

ACF
Administration for Children
and Families

1. Log Number: ACF-OHS-IM-25-06
2. Issuance Date: 09/26/2025
3. Originating Office: Office of Head Start
4. Key Words: Vacant Slots; Absenteeism; Enrollment Reporting; Attendance

INFORMATION MEMORANDUM

TO: All Head Start recipients, including Head Start Preschool, Early Head Start, Early Head Start-Child Care Partnerships, Collaboration Offices, and National Centers

SUBJECT: Addressing Vacant Slots Due to Chronic Absenteeism in Head Start Programs

INFORMATION:

This Information Memorandum (IM) clarifies policy guidance on vacant slots in Head Start programs, with a focus on vacant slots due to chronic absenteeism.

Vacancies occur when a child who is enrolled in the program (and has attended previously) no longer attends for an extended period of time. This empty slot constitutes a missed opportunity for the child who is not attending a program and a missed opportunity for an eligible child who is waiting for Head Start services. Programs should work with the family to reinstate attendance or consider the slot vacant and fill it so the maximum number of eligible children can receive Head Start services.

This IM clarifies when Head Start programs should consider a child's slot vacant after long-term absences, underscores the importance of regular attendance, and offers strategies programs can use to enhance access and participation for children and families.

Clarifying Vacant Slot Requirements

The Head Start Program Performance Standards (Performance Standards), specify that a Head Start program must maintain its funded enrollment level and fill any open slots as soon as possible and within 30 days (45 CFR §1302.15(a) [45-cfr-chap-xiii/1302-15-enrollment](https://www.ecfr.gov/current/title-45/chapter-xiii/part-1302/subpart-1/section-1302.15)). This does not supersede any requirements set by a state on the timely enrollment of children in state funded programs.

The Office of Head Start (OHS) requires a program to report a slot as vacant as soon as the family or guardian communicates that the child is not returning to the program. The program must consider a slot vacant after a child has not attended for a **maximum** of 30 days (which should be counted as 30 consecutive calendar days) and a minimum of three attempts have been made to re-engage the family. Considering the slot vacant means the child will be unenrolled. This action is not considered expulsion as described in §1302.17 </policy/45-cfr-chap-xiii/1302-17-suspension-expulsion>.

If a program has reserved one or more enrollment slots for children and pregnant women experiencing homelessness or children in foster care, it can hold that slot for 30 days (§1302.15(c)). If a reserved slot is not filled after 30 days, it becomes vacant and must be filled within 30 days. When filling vacant slots, programs are expected to refer to their waiting list, which ranks children according to the program's selection criteria as outlined in §1302.14(c) </policy/45-cfr-chap-xiii/1302-14-selection-process>.

The Performance Standards are also clear that programs must implement strategies to promote attendance, including using individual child attendance data to identify children with patterns of absence that put them at risk of missing 10 percent of program days per year. If a child ceases to attend, the program must make appropriate efforts to reengage the family to resume attendance (§1302.16(a)(3) </policy/45-cfr-chap-xiii/1302-16-attendance>). Efforts to reengage the family, at a minimum, include either directly contacting the parent or guardian or conducting a home visit. Each contact or attempted contact with the family must be documented in the child's file or in the program's record keeping system. ✕

Considerations for Exceptions

The Performance Standards outline an expectation of filling any vacancies as soon as possible and within 30 days (§1302.15(a)), and OHS generally considers a slot to be vacant as soon as a family has confirmed the child is not returning to the program (or when a child has not attended for a maximum of 30 days), as described above. However, Head Start programs may develop policies and procedures that allow for limited exceptions to when a slot is considered to be vacant, as there are some unique circumstances that may factor into a child's attendance. Some examples may include: extenuating family circumstances that require a family to travel out of the service area for more than 30 days, a child with an extended illness or requiring hospitalization, a family recovering from a disaster, or a family emergency that might hinder a family's ability to ensure their child is able to get to the program. Programs must document the rationale for allowing the exception either in the child's file or in their record keeping systems.

In extraordinary circumstances, a child may be temporarily suspended from a Head Start program (§1302.17(a)). A temporary suspension may be used only as a last resort when there is a serious safety threat that has not been reduced or eliminated by the provision of interventions and supports recommended by the mental health consultant, and the program needs time to put appropriate services in place. In these instances, a temporary suspension would not count toward the maximum of 30 days before a slot is considered vacant. If a temporary suspension is deemed necessary, a program must help the child return to full participation in all program activities as quickly as possible

while ensuring child safety. A program must explore and document all steps taken to address the behavior(s) and supports needed to facilitate the child's safe reentry and continued participation in the program as outlined in §1302.17(a)(4).

If a program unenrolls a child due to chronic absenteeism, OHS encourages programs to allow the family to re-enroll upon return if there is a vacancy to accommodate them. If a program can no longer accommodate the family, it should place the child to the waitlist and help them identify an alternative care arrangement.

Enrollment Reporting Reminders

All Head Start programs must report their monthly enrollment in the Head Start Enterprise System (HSES) by Head Start Preschool and/or Early Head Start program within each grant (641A(h)(2) </policy/head-start-act/sec-641a-standards-monitoring-head-start-agencies-programs>). Together, the following categories make up the total enrolled slots for the month: filled slots, reserved slots, and slots vacant for less than 30 days. Programs can make edits to reported monthly enrollment until a new reporting period opens.

For the purposes of enrollment reporting, a slot that is vacant for less than 30 days is counted toward a program's enrolled slots. Programs may report any slots that were vacant for less than 30 days as enrolled for the month. This allows the programs an opportunity to enroll another family. After 30 days, the slots can no longer be counted as enrolled slots (§1302.15(a)). At the beginning of the program year, all unfilled slots are considered vacant, unless they are reserved, and must be filled ~~as~~ soon as possible.

Importance of Attendance and Preventing Chronic Absenteeism

In Head Start programs, chronic absenteeism means missing 10 percent of program days per year. Chronic absenteeism, even among children in preschool and kindergarten, has been shown to be related to future chronic absenteeism, grade retention, and poor academic achievement.¹

Children living in poverty are two to three times more likely to be chronically absent from school. Chronic absenteeism can have disproportionately negative impacts on children living in poverty because their families often lack access to resources needed to make up for the lost learning.² Establishing a pattern of consistent attendance enhances children's cognitive development, social skills, and long-term educational success.

Strategies to Enhance Program Access and Participation for Children and Families

Head Start programs are required to implement strategies to promote attendance (§1302.16(a)(2)). Here are a few strategies programs can use to address chronic absenteeism and boost regular attendance:

- Building relationships with families to improve communication.
 - Program leadership should promote regular attendance by consistently sending the message that regular attendance is important for children's success. Child and family services staff should reinforce this message by highlighting attendance during parent-teacher conferences and other engagement opportunities, and discussing the benefits of regular attendance with families.
 - Programs should ensure that all staff can build trusting relationships with families. These relationships are the foundation for understanding any challenges a family and child may be facing. As part of these ongoing relationships, staff can have regular conversations with families about the value and benefits of attendance as well as problem solve about specific family circumstances that may be adversely affecting child attendance.
- Programs can engage in community partnerships that support child and family wellbeing and promote child attendance. Health and mental health providers, family support services, housing organizations, and child care providers with extended days supports can all help programs to promote family and child wellness, stability, and child attendance.
- Programs must track attendance for every child. Programs must also examine barriers to regular attendance, such as access to safe and reliable transportation, and where possible, provide or facilitate transportation for the child if needed (§1302.16(a)(2)(v)).
- Programs must regularly review and analyze individual child-attendance data to identify trends and patterns in absences and develop targeted supports for families. If a program's monthly average daily attendance rate falls below 85 percent, the program must analyze the causes of absenteeism to identify any systematic issues that contribute to the program's absentee rate (§1302.16(b)).
- Programs should use health data to identify trends in children's absences that are related to health and implement strategies that improve attendance. They can help improve attendance using policies and procedures that promote health, reduce the spread of illness, and prevent injury. Programs should individualize supports for each family when absences are related to health, and provide education and resources for family members to prevent illness and injury and identify when a child is sick and needs treatment.
- Programs must use a multidisciplinary approach that facilitates coordination and collaboration between mental health and other relevant program services, including as education, disability, family engagement, and health services. A multidisciplinary approach, including mental health consultants, can help programs identify why there may be chronic absenteeism and support children and families to attain regular attendance.

Thank you for the work you do on behalf of children and families.

Sincerely,

/ Tala Q. Hooban /

Tala Q. Hooban
CAPT, U.S. Public Health Service
Acting Director

Resources:

- ERSEA [Eligibility, Recruitment, Selection, Enrollment and Attendance] Insights </ersea/ersea-insights/ersea-insights>
- Addressing Barriers that Limit Attendance </family-engagement/home-visitor-supervisors-handbook/addressing-barriers-limit-attendance>
- Health Services to Promote Attendance </health-services-management/article/health-services-promote-attendance>
- Eligibility Resources </browse/tag/eligibility>
- Enrollment: Creating Systems for Filling Every Seat </ersea/ersea-insights/enrollment-creating-systems-filling-every-seat>
- Making Enrollment Accessible to Families </ersea/article/making-enrollment-engagement-accessible-families>

¹ <https://www.aap.org/en/patient-care/school-health/school-attendance>
<<https://www.aap.org/en/patient-care/school-health/school-attendance>>

² <https://www.attendanceworks.org/chronic-absence/the-problem/>
<<https://www.attendanceworks.org/chronic-absence/the-problem/>>

