

AGENDA

SPECIAL SCHOOL BOARD MEETING

GADSDEN COUNTY SCHOOL BOARD  
MAX D. WALKER ADMINISTRATION BUILDING  
35 MARTIN LUTHER KING, JR. BLVD.  
QUINCY, FLORIDA

October 29, 2018

5:00 P.M.

THIS MEETING IS OPEN TO THE PUBLIC

1. CALL TO ORDER
2. BOARD APPROVAL FOR TAX ANTICIPATION NOTE – **SEE PAGE #2**

Fund Source: General Fund

Amount: Line of Credit up to \$1,000,000.00

ACTION REQUESTED: The Superintendent recommends approval.

3. HEAD START FUNDING APPLICATION – **SEE PAGE #5**

Fund Source: Head Start

Amount: \$2,180,768.00

ACTION REQUESTED: The Superintendent recommends approval.

4. EDUCATIONAL ITEMS BY THE SUPERINTENDENT
5. SCHOOL BOARD REQUESTS AND CONCERNS
6. ADJOURNMENT

**SUMMARY SHEET**

**RECOMMENDATION TO SUPERINTENDENT FOR SCHOOL BOARD AGENDA**

**AGENDA ITEM NO.** 2

**DATE OF SCHOOL BOARD MEETING:** October 29, 2018

**TITLE OF AGENDA ITEMS:** Board Approval for Tax Anticipation Note

**DIVISION:** Finance Department

**PURPOSE AND SUMMARY OF ITEMS:** To prepare for any potential need to replenish cash before tax revenue is received, a line of credit at Capital City Bank is proposed. In an email dated October 19, 2018, Mr. Dale Summerford, Tax Collector for Gadsden County, notified governmental entities that 2018 property tax bills are to be mailed later than normal due to the effects of Hurricane Michael.

Pursuant to Section 1011.13 Florida Statutes, Board approval is requested for a line of credit to be established in the event that cash flow is needed due to the delay in tax revenue. Terms of the line of credit include 3.75% tax-exempt, fixed rate, normal closing fees and origination fee are waived, and February 28, 2019, maturity date.

**FUND SOURCE:** General Fund



**AMOUNT:** Line of credit up to \$1,000,000.00

**PREPARED BY:** Bonnie Wood

**POSITION:** Finance Director



Bonnie Wood &lt;woodb@gcpsmail.com&gt;

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**2018 Tax Bills**

1 message

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**dsummerford@tds.net** <dsummerford@tds.net>

Fri, Oct 19, 2018 at 2:13 PM

To: Nicholas Thomas <nthomas@gadsdenclerk.com>, Connie Mclendon <conniem@gadsdenclerk.com>, Dee Jackson <djackson@gadsdencountyfl.gov>, Jeff Price <jprice@gadsdencountyfl.gov>, Bonnie Wood <woodb@gcpsmail.com>, Clarence Mays <maysl@gcpsmail.com>, Crystal Robinson <robinsonc@gcpsmail.com>, Miranda Wilson- City Clerk Chattahoochee <cityclerk@fairpoint.net>, Annie Proctor-Greensboro Town Clerk <townofgreensboro@tds.net>, Antonio Jefferson <ajefferson@mygretna.com>, "Diane L. Dunham" <ddunham@sjtax.us>, Howard McKinnon <hmgr@mchsi.com>, Shelia Evans <townclerk-havana@mchsi.com>, Leslie Steele <lsteele@midwayfl.com>

Hi everyone,

Due to the effects that Hurricane Michael has had on the citizens of our county, and the concerns I have with citizens being misplaced, unable to receive mail or their mail boxes being destroyed, I will be mailing the 2018 property tax bills a little later than usual. The bills will be mailed November 9th or 10th which means the 4% discount period for early payment will be extended until December 10th.

We'll be sending the escrow files out electronically to the mortgage companies next week, since mortgage companies already have the funds on hand and usually pay in November. The total amount of taxes for bills requested by mortgage companies this year is approximately \$ 5 million.

We will be making the usual 4 or 5 disbursements to you during the first 30 days beginning sometime around mid-November.

If you have any questions, please let me know.

Dale

W Dale Summerford  
Tax Collector, Gadsden County FL

RESOLUTION

A RESOLUTION OF GADSDEN COUNTY DISTRICT SCHOOL BOARD; ACCEPTING A LOAN FROM CAPITAL CITY BANK AND AUTHORIZING THE SUPERINTENDENT OF GASDEN COUNTY DISTRICT SCHOOL BOARD TO EXECUTE A PROMISSORY NOTE FOR \$1,000,000.00 TO CAPITAL CITY BANK, AND OTHER NECESSARY DOCUMENTS.

**WHEREAS**, the Gadsden County District School Board needs to borrow \$1,000,000.00, found by the Gadsden County District School Board to be for the benefit of the public; and

**WHEREAS**, Capital City Bank has offered to loan this amount to the School Board at reasonable terms.

**NOW, THEREFORE, BE IT RESOLVED BY THE GADSDEN COUNTY DISTRICT SCHOOL BOARD:**

1. The School Board has agreed to accept a loan for \$1,000,000.00 from Capital City Bank.
2. The School Board agrees to the following terms of the loan:
  - A. The loan will be repaid at maturity 2/28/19, or at an earlier date with no penalty.
  - B. The interest rate of the loan is 3.75% fixed, per annum.
  - C. The collateral for the loan shall be the School Board's fiscal year 2018/2019 ad valorem tax revenue receipts.
3. The Superintendent of the Gadsden County District School Board is authorized to execute and deliver a promissory note to Capital City Bank in the amount of \$1,000,000.00, consistent with the above terms.
4. Should the interest on this note be determined to be included in the gross income of Capital City Bank, then for the period so included, interest, to the extent allowed by law, shall be imposed at an interest rate of 4.75%.
5. The School Board designates this loan as a "qualified tax exempt obligation" under the meaning of Section 265(b)3 of the Internal Revenue Code of 1986, as amended.

**DULY ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 2018.

**GADSDEN COUNTY DISTRICT SCHOOL BOARD**

By: \_\_\_\_\_  
Roger P. Milton, Superintendent of Schools

(Seal)

Attest:

\_\_\_\_\_  
Name:  
Title:

SUMMARY SHEET

RECOMMENDATION TO SUPERINTENDENT FOR SCHOOL BOARD AGENDA

AGENDA ITEM NO. 3

DATE OF SCHOOL BOARD MEETING: 10/29/18

TITLE OF AGENDA ITEM: Head Start Funding Application

DIVISION:

     This is a CONTINUATION of a current project, grant, etc.

PURPOSE AND SUMMARY OF ITEM:

**2018-2019 Head Start Funding Application**

FUND SOURCE: Head Start

AMOUNT: \$2,180,768

PREPARED BY: Carolyn Harden 

POSITION: Program Director

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INTERNAL INSTRUCTIONS TO BE COMPLETED BY PREPARER

     Number of ORIGINAL SIGNATURES NEEDED by preparer.

SUPERINTENDENT'S SIGNATURE: page(s) numbered     

CHAIRMAN'S SIGNATURE: page(s) numbered     

REVIEWED BY: 

**Project Abstract for HHS-2018-ACF-OHS-CH-R04-1302**

**Project Title:** Head Start Grantee – The County of Gadsden, Florida  
**Applicant Name:** Gadsden County School District  
**Address:** 35 Martin Luther King, Jr. Blvd. Quincy, FL 32351  
**Contact:** Carolyn Harden, Program Director. Email: hardenc@gcpsmail.com  
Telephone: (850) 627-3861/ Fax (850) 875-8790

**Total Number of Children:** 259 Head Start Children  
**Total Funds Requested:** \$2,180,768  
**Base Funding** \$2,154,226  
**T/TA Funding** \$26,542  
**Non-Federal Share** \$545,192  
**Proposed Program Option:** Center Based

Gadsden County School District a board of education located is applying to provide services to preschool children ages 3 – 5 years of age in Gadsden County, Florida. Gadsden County School District proposes two center-based service delivery options for preschool children and families: 1) consists of 6.5 hours per day, five days per week for 180 days per year for a total of 1170 hours per year for 227 Head Start children, and 2) consists of 10 hours per day, five days per week for 180 days per year for a total of 1800 hours per year for 32 children. A total of 259 preschool age children will be provided center- based services. Services will be provided in 5 elementary school and 2 community centers all owned and provided by Gadsden County School District. All Gadsden County School District Head Start centers are accredited through AdvancEd, formerly SACS.

The Gadsden County School District has administered comprehensive Head Start early childhood services since 1985. The school district has also administered the Florida Voluntary Pre-K (VPK) program since 2005.

Guiding Gadsden County’s HS services are four long-range goals. Goal # 1) By the end of the 2018-19 school term, at least 88% of HS/PreK parents were actively involved with and participated in activities related to their child’s everyday learning at home, school, and in their communities. Goal # 2) By the end of the 2018-19 school term 100% of HS/PreK parents received information and education on family preservation issues, including domestic violence, money management, stress management, child abuse and HIV/AIDs awareness. Additionally, the Gadsden County School District strategic plan, approved by the School Board on February 27, 2018 includes two goals for school readiness. They are as follows: Goal # 3) Increase the percentage of prekindergarten students who demonstrate proficiency in all areas of the PreKindergarten (PreK) assessment. Goal # 4) Increase the percentage of kindergarten student’s wo are ready to start school.

October 29, 2018

To Whom It May Concern:

I, \_\_\_\_\_, attest the Gadsden School Board of Education collaborated with an external grant-writer(s), consultant(s), and/or contractor(s) on the development of the application submitted in response to the funding opportunity announcement. Further I, \_\_\_\_\_, attest that the governing School Board of Gadsden County Board of Education actively participated in the content development and commitments included in the applicant's proposal. On behalf of the Gadsden School Board of Education, I also confirm that its governing School Board, and proposed Head Start management staff are fully knowledgeable of the Head Start regulatory requirements.

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Steve Scott, Board Chairperson

## TABLE OF CONTENTS

<b>SECTION</b>	<b>TITLE</b>	<b>PAGE LOCATION</b>
Abstract		1
Table of Contents		2
1	Demonstration of Need	3-15
2	Achieving Outcomes	16-37
3	Past Performance	37-43
4	Early Learning Workforce	43-50
5	Planning and Implementation	50
6	Organizational Capacity/Governance	51-60
7	Budget and Justification	60-70
Appendix		71-81



## **APPROACH**

This section contains information about the proposed service area and program models that will be used by the Gadsden County School District to provide a minimum of 1080 hours/year and up to 1800 hours/year of center-based Head Start (HS) services to 259 preschool children and their families in Gadsden County. Thirty-two of the 259 children will receive extended day services providing 10 hours/day of HS comprehensive services by Gadsden County School District HS staff. The total request is for 259 HS slots as depicted in Table I in the Appendix. In this section, the specific proposed services are discussed as are the professional development opportunities for staff and parents, the organizational experience and current capability of the HS staff and the entire school district and the planning and implementation strategies to be used.

### **Section I: Demonstration of Need: Location, Population and Service Delivery Options**

**1.1: Geographic Areas of Greatest Need:** Gadsden County School District proposes to provide center-based HS services in Gadsden County, Florida including the towns listed in Table 1, all of which are in Gadsden County, Florida. Gadsden County is located in the northwestern corner of the Florida Panhandle, known as the Big Bend region. A map, found with Table 1 in the Appendix, shows the location of Gadsden County as well as the proposed HS centers. Table 1 identifies the specific slot allocations for each site/model, the hours of service per year and the communities that would be served. The proposed service area encompasses 516 square miles of land and 12 square miles of water and includes a population of 46,281 individuals in Gadsden County, as per the US Census data in July 2014. US Census data shows that Gadsden County has a declining population of 3.5% from 2010 to 2017 and is one of the least densely populated

counties in the state with an average of 89.8 people per square mile compared to the state of Florida at 350.6 people per square mile. According to the July 2014 US Census data the population of Gadsden County is comprised of 55.4% of African Americans, 42.1% Caucasian, 10.3% Hispanic and less than 2% other. Gadsden County is the only county in Florida where most of the population is made up of African Americans. Hispanics are the fastest growing population in Gadsden County. Seasonal crops are grown around the city of Greensboro attracting migrant workers to harvest seasonal crops in this area of Gadsden County.

Much of the county is rural, primarily agricultural, with limited job opportunities and wage-earning potential, as a result, more than half of the county's employed residents travel to neighboring counties to work. According to the Florida Legislature Office of Economic and Demographic Research (2014) Gadsden County's per capita personal income was \$33,317 annually, compared to the state average per capita personal income of \$44,803. Gadsden County is 26% *below* the state average of personal income.

Gadsden County's unemployment averages have shown a decrease from 11.1% in 2012 to 7.2% in 2015 according to the US Department of Labor, Bureau of Labor Statistics. Despite these decreases, the average unemployment rate of 7.2% for Gadsden County continues to exceed the state average unemployment rate of 5.7% as noted in January 2015 and exceeds the national unemployment rate of 6.2% in 2015. Job creation has occurred sporadically in Gadsden County over the past three years. The few jobs created recently have primarily come from expansions of existing industry and often require education, credentials and skills that low-income residents do not currently possess. The closing of larger industries in neighboring counties that served as job sources for Gadsden County residents has further reduced employment options.

Homelessness has been confirmed as a challenge for Gadsden County. The Florida Department of Education data in 2012-13 school year reported 586 students in the entire school district as homeless in accordance with the definition set forth in the McKinney-Vento Act. Students sharing housing with others due to the loss of a home or other economic hardship makes up 89% of the 586 students. Students reportedly living in cars, parks, or campgrounds make up 6% of the 586 students. The HS program served 22 homeless children in the 2017-18 school year. As a result of the staggering numbers the school district established the Gadsden County School Board Homeless Program to assist its student population including preschool children. They are also working in collaboration with the Homeless and Hunger Coalition of Northwest Florida to reduce homelessness. The recruitment of homeless children continues to be a priority for Gadsden County HS.

In Gadsden County 26.5% of all residents lived below the federal poverty level compared to a state rate of only 15.6% according to the US Census data and the American Community Survey Five-year estimates 2009-2013. Of all individuals living in poverty in Gadsden County, 40.8% were children, compared to Florida's 23.3% average. In 2013, 33.3% of female-headed households with children under the age of six lived in poverty compared to the state rate of 31.5%. The poverty rate of female head of household is especially significant in light of Gadsden County's high rate of births to unmarried mothers. The percent of unmarried mothers in Gadsden County was 68.7% from 2012-2014; significantly exceeding the state rate of 47.9%. This represents an increase of 20.8% for Gadsden County.

The economic conditions in Gadsden County are reflected in the number of income-eligible children and families that could benefit from a HS program. The 2012-2016 five-year estimate from the US Census American Community Survey on the [factfinder.census.gov](http://factfinder.census.gov) website noted

that there are 10, 299 children under the age of 18 in households in Gadsden County. It estimates 32.5% of the 10,299 children are under age six resulting in 3,347 children. With an estimated 26.5% of all children living in poverty in Gadsden County according to the US Census there is an estimated 887 children under age six in families whose incomes are at or below poverty. Using estimated births per year approximately 370 three, four and pre-K five-year-old children are living in poverty in Gadsden County. Enrollment for Gadsden County HS for September 2018 consists of 259 HS children along with 34 VPK children for a total of 293 children all of which are income eligible according to HS guidelines. Additionally, eighty-one children are currently on the wait list with 62 of the 81- income eligible for HS services in Gadsden County. The census numbers are approximate; however they are considered low by Gadsden County HS staff when taking into account the current enrollment of 293 and 62 income eligible children on the wait list for a total of 355 identified children. The reason for this may be that the migrant workers in Gadsden County are inadequately being counted on the US Census however many are being served by the HS program. All Gadsden County School District schools qualify for free breakfast and lunch as evidenced by the Florida Direct Certification Determination.

The economic challenges present in the county have impacted the presence of special populations, as well as their needs. The number of young children with diagnosed disabilities continues to rise. The Gadsden HS program served 28 preschool children with diagnosed disabilities in 2015-16, 29 children with diagnosed disabilities in 2016-17, and 36 children with diagnosed disabilities in 2017-18. The majority of children each year are diagnosed with speech and language delays and/or developmental delays. The Gadsden County School District is the Part B service provider and thus works very closely with the Gadsden County HS program as the

grantee to identify preschool children, provide interventions, evaluate and diagnose children as well as provide services for children, when needed. The Gadsden County HS program works closely with three infant and toddler service providers as well as Early Steps, the Part C provider. Collaboratively these providers work together to identify children who are entering the HS program. Gadsden County HS collaborates with Florida State University the Early HS provider in the county by conducting joint screening and recruitment efforts in the spring when pre-kindergarten registration is held. The school district Child Find Coordinator also participates in the process. The Office of Special Education Programs GRADS360 website for Child Find (birth to three) for historical data indicates that the 2012 baseline of percent of infants and toddlers, birth to three with IFSPs compared to national data was at 1.89%. It increased slightly to 2.10% in 2014 and decreased in 2015 to 1.98%, thus remaining steady throughout the period of time data was available. The data suggests that Gadsden County HS is enrolling most of the children diagnosed as an infant or toddler with an IFSP. Along with the Early HS program in the county, Gadsden County HS also collaborates with two home visiting programs for infants and toddlers. Healthy Start and Healthy Families Gadsden meet to ensure resources are maximized and not duplicated. These efforts resulted in The Gadsden County Home Visiting Partnership being formed. Gadsden County HS is a part of this collaborative partnership that results in preliminary screening for children and referrals.

There are few children under the age of five who are moved to foster care in Gadsden County. Most children who are subject to removal are placed with relatives as reported by the Gadsden County HS staff. The statistics for Gadsden County, Florida from the Fostering Court Improvement.org website confirms this information. The website indicates that for October 2016 to September 2017 there were 15 children removed to foster care for all age groups at a rate

of 18.3% compared to a state rate of 35.8%. The Gadsden County HS is committed to serving foster children, however there is a low incidence of foster children placed out of the care of relatives in the county.

The Gadsden County agricultural industry employs migrant workers and therefore has experienced an increase in children and families for whom English is a second language, as reflected in both the school districts' and the HS populations. The Gadsden County School District reported that in the 2016-17 school year 31% of students were Hispanic with Spanish as their primary language. The Gadsden County HS program served 35 Spanish speaking children in 2015-16, 13% of funded enrollment; 32 Spanish speaking children in 2016-17, 12% of funded enrollment and 33 in 2017-18, 12.5% of funded enrollment. The Gadsden County School District reported that 35 children were dual language learners. Although the number of dual language learners served by Gadsden County HS has held steady over the past three years this is an increase over previous years.

**Rationale for Ages to be Served:** The estimates for the number of eligible preschool children, were provided in Section 1.1 above, along with the estimating method. To recap, there are approximately 370 HS-eligible children in Gadsden County.

**1.3: Rational for Proposed Program Options:** Over the last five years, surveys of current HS families, as well as other income-eligible families, have found that parents overwhelmingly prefer center-based services for preschoolers, with at least 6.5 hours a day throughout the school year being preferred. The Gadsden County HS also proposes a 10-hour day for working parents, parents in school, or parents most in need of HS services. The Gadsden County School District

proposed service delivery models meets or exceeds those preferences while maximizing available funds to serve as many families as possible.

**1.4: Analysis of Other Available Early Childhood Services:** Gadsden County School

District's decision to propose HS services to 259 preschoolers was influenced by several factors. First, as the narrative above describes, there are a sufficient number of income-eligible children ages three and four to support these proposed numbers. Second, this is the number of HS children Gadsden County HS currently serves, so the funds available are sufficient to support the delivery of high-quality services. Third, given the few early childhood opportunities for low-income young children and families in Gadsden County, as described below, the proposed slot levels will fill a gap within the county.

According the Childcare Centers.us website there are nine other early childhood options available for families with children three and four years of age. There are five childcare centers that may participate in subsidized child care, however the other four preschool options are private providers who do not participate in subsidized child care reimbursement and therefore are cost prohibitive for low income parents. Since Florida's licensing office does not provide breakdowns by age, it is not possible to know how many sites or how many slots are reserved for preschool age children. A more useful figure as to use of child care by low-income families is the use of Florida school readiness funds to pay for those services. (NOTE: In Florida, child care dollars are referred to as "school readiness funds", or "SR funds," and are available to families whose income is up to 150% of poverty, until each local area's assigned resources are exhausted in a fiscal year. Vouchers are provided to families, who then select a licensed child care program for their children). The Early Learning Coalition of Big Bend (ELC-Big Bend), the agency that serves as the local conduit for state readiness/child care funding, reports that in

the 2017-18-year, funding was provided to 900 families with 27.1% of the funding used for preschool age children resulting in 244 preschool children served by SR funds in Gadsden County. The waiting list shows 31 children and families. This data is useful because families receiving school readiness support have minimal economic resources, because of the income guidelines for these funds.

While this data suggest that child care opportunities are available for low-income families, the reality is more complex. Some providers are not located near communities where low-income families live and those programs do not provide transportation, so child care centers and homes are not options for HS income-eligible families. Other providers do not take school readiness funds, and low-income families are not able to absorb the full cost of care, particularly when one considers that Child Care Aware's most recent estimates for the cost of Florida child care is \$6,897/year for preschool center-based care and \$6,470/year for family child care. School readiness funds themselves are not always available in Gadsden County, given the waiting list noted above, and are designed by the state to only cover 75% of the market rate in an area. Many low-income families could not afford the remaining 25% of the cost. Finally, families themselves report that the quality of care available varies widely, which is in part an artifact of Florida's minimal licensing standards. Thus, while it may appear as if families at 100% of poverty may have numerous child care options, the reality is that their choices are far fewer than the data suggest.

A second early childhood opportunity for Gadsden County's four-year old's is Florida's Voluntary Pre-Kindergarten (VPK) program. Designed to provide free school readiness opportunities to all four-year olds in the state through a patchwork of public school and private providers, the program requires a minimum of 540 classroom hours during the school year as



well as the use of a curriculum on the state Department of Education's approved list (e.g. Developmental Learning Materials). The ELC-Big Bend reports that in Gadsden County during the 2017-18 school year 350 children received VPK services with Gadsden County HS serving 176 of the 350 children or 50% of the children served by VPK. Other providers include private providers, faith-based providers, or private schools. Low-income families in Gadsden County often are interested in a VPK opportunity for their four-year old children, but those families report several challenges in accessing and using those services. Most programs operate for only three or three-and-one-half hours per day during the school year, and that limited time often does not work with families' schedules. Child care centers who offer VPK may not be located near low-income neighborhoods, and none provide transportation, which is not a VPK-reimbursable cost. Still other low-income families have discovered that if they wait for the summer VPK program – an option that all public schools, including Gadsden County District Schools, are required to provide – their four-year olds can attend another program during the school year (e.g. our HS program) and then attend a full-day VPK program during the summer prior to kindergarten entrance. While VPK is an option for HS-eligible children and families, Gadsden's County HS experience has been that many families of four-year olds continue to select HS for their children, particularly if their child has been enrolled in HS as a three-year-old or in the EHS program previously.

The third early childhood option is care by unlicensed providers, including relatives. Reliable data on the use of kith and kin care in Gadsden County is not available. However, information offered by HS parents is that family members provide "fill-in" support before and after the HS day but are not seen as providers of full-time care.

**1.5: Enrolling Children with Disabilities:** Gadsden County will ensure that at least 10% of the 259 HS slots will be filled by children who have a diagnosed disability. The strategies Gadsden County currently employs, as described below, have proved successful given that 28 preschool children (11% of funded enrollment) had an IEP in the 2015-16 school year, 29 (11% of funded enrollment) in the 2016-17 school year and 36 (14% of funded enrollment) in the 2017-18 school year thus showing an increase annually in children served who have a diagnosed disability.

One contributing factor to this success has been the partnerships that Gadsden County HS has established with Part B and Part C agencies. The Gadsden County School District is the Part B agency and therefore, as the current grantee, works closely with Gadsden County School representatives to recruit and identify children with disabilities. Gadsden County HS receives referrals from the Florida Diagnostic Learning Resource System (FDLRS), a statewide network charged with promoting awareness of services for young children who are risk for developing a disability. In addition to serving as an initial intake point, FDLRS conducts hearing and vision screening prior to referring a child to a Part B or C agency. The Gadsden County School District, the current HS grantee, has systems in place for Child Find, providing multiple screeners for all domains, interventions, evaluations, diagnosis and developing IEP's as needed, as well as providing special needs services for preschool children.

For infants and toddlers, Children's Medical Services (CMS) in Florida's Department of Health (DOH) is responsible for the Early Steps Program, which is Florida's nomenclature for its Part C program. The Early Intervention Program (EIP) is the designated Part C Early Steps Agency in Gadsden County. The agency has family service workers who collaborate with Gadsden County HS staff to refer children with an IFSP to Gadsden County HS. This allows Gadsden County HS staff to initiate transition procedures six months before the child's third

birthday thus providing a smooth transition for the child and the family. Gadsden County HS also receives referrals from the infant and toddler programs for disabled children.

The Gadsden County HS program in 2015-16 enrolled 21 children who were determined eligible to receive special education and related services prior to enrollment into the program, 23 in 2016-17 and 28 in 2017-18. The GRADS website for Child Find (birth to three) for historical data indicates that the 2012 baseline was at 1.89% and increased slightly to 2.10% in 2014 and decreased in 2015 to 1.98% thus remaining relatively steady for three years. This data indicates that Gadsden County HS is enrolling the majority of the children diagnosed with an IFSP.

**1.6: Meeting Community Needs for Full-Day/Year Services:** Gadsden County HS is proposing to provide center-based services for two hundred fifty nine (259) HS children. Two hundred twenty seven (227), HS children and their families will receive center-based services for 6.5 hours per day for 180 days per year for a total of 1170 hours/year. Thirty-two (32) children will receive services for 10 hours per day 180 days per year which includes six hours of a HS educational program and 4 hours of extended care funded by School Readiness Funds, for a total of 1800 hours of early education per year.

These two program options exceed the Office of Head Start's (OHS) requirements for HS program duration and maximize center-based contact that can be offered within the funds available. For those families who need care beyond the 6.5 hour HS days or 180 days per year and are not enrolled in the 10 hour per day 180 day option, Gadsden County HS has developed linkages with nearby child care centers to assist them if needed. This contact information will be provided to parents.

Parent surveys conducted each year consistently have identified center-based services as the option most desired by HS parents. In addition, facilities and classrooms are already available to house these services in five elementary schools and two community centers, all owned by Gadsden County School District. Table 1 in the Appendix lists the specific communities within the county and the numbers of children/families that would participate in the HS programs in those communities.

**1.7: Program Delegation:** Gadsden County HS will not propose to delegate some services.

**1.8: Community Engagement:** Gadsden County School District and the Gadsden County HS program have been a proactive participant with many local organizations and agencies that provide services to low-income preschool children and their families. When evaluating current service delivery and planning new services, Gadsden County HS conducted a series of individual interviews with community stakeholders. Information was gathered concerning the types and availability of programs and services for the population targeted by HS in Gadsden County. Stakeholders were asked to discuss the services provided by their agency or program, the extent to which HS families utilized the agencies' services, the ways in which their agencies collaborated with the HS program and how collaboration might be improved. Strengths and weaknesses of the programs and new ideas for partnerships were also discussed. The data gathered from these interviews further emphasize and reiterate the importance of receiving input from its community partners about comprehensive service delivery, maintaining current site locations, and possibilities of expanding its HS services in Gadsden County.

The depths of those partnerships are documented through the support letters from community stakeholders in the Appendix, as well as through the descriptions of shared services that can be

found in Table 6 in the Appendix. Of special note are the collaborations with the Part B services of the Gadsden County School District and Part C agency described in Section 1.6 above, all of which ensure a coordinated effort to both find and provide appropriate services for Gadsden County's youngest children with disabilities and their families. Also important is Gadsden County's continued participation in the Coordinated Intake and Referral (CI&R) Program facilitated by Healthy Start, a statewide initiative to promote healthy beginnings for young children as well as Healthy Families Gadsden a home visiting program for infants and toddlers and collaboration with Florida State University EHS program. The goal of this coordination is to increase community awareness of each other's missions and services, to avoid duplication and increase referrals.

Gadsden County HS Family Service staff will continue to attend regular case staffing meetings of the Gadsden County Home Visiting Partnership. The partnership is made up of Gadsden County HS, EHS, Healthy Start and Healthy Families Gadsden. It was formed to ensure services are not duplicated and that maximum use of available resources are used to their fullest potential. Gadsden County Health Department staff serves on the Health Advisory Committee for both the HS and EHS programs. The immunization nurse is currently exploring ways to provide immunizations on site when needed. Medicaid Early Periodic Screening, Diagnosis and Treatment (EPSDT) training is provided for HS teachers and paraprofessionals in administering medications, child health and universal precautions for preventing illnesses. They are also involved in providing health and nutrition information in Spanish as well as English. These partnerships are an example of the vehicles through which Gadsden County HS staff provide information to and receive feedback from our community partners.

## **Section II: Achieving School Readiness through Early Learning Outcomes**

Unless otherwise specified, the proposed implementation strategies and policies already are in place as part of Gadsden County School District current HS operations.

**2.1: Proposed Curricula:** To support Gadsden County’s goal of providing high quality HS services that promote progress towards school readiness, the *Development Learning Materials Early Childhood Express third edition (DLM)* will be used in classrooms. The *SRA Imagine It curricula* will also be used as an enhancement curriculum for literacy and vocabulary. Both curricula have been developed over the last 40 years by McGraw Hill that has systematically used its own and others’ research to update and modify its early childhood pedagogy, and to assure the validity of its content. This research has found long-term benefits for preschool age children who have participated in the various editions of both curricula. The program uses the most recent edition available for both the *DLM* and *SRA Imagine It*.

The *DLM* curriculum is developmentally appropriate. The content and instructional foci match the accepted behavioral expectations for the specific age groups within the three -five spectrum, as operationalized through research-based objectives across five developmental areas (social-emotional; physical; language; cognitive; and literacy) and four content areas (mathematics; science and technology; social studies; and the arts), as well as English language acquisition. The curriculum’s reliance on learning centers, a balance of child- and teacher-directed learning experiences and ever-changing materials promotes child choice while allowing for teacher responsiveness to individual needs.

The curriculum designers have aligned their objectives with the Head Start Early Learning Outcomes Framework (HSELOF) and with the Florida Early Learning and Developmental

Outcomes Framework. The latter alignment has been reaffirmed by the Florida Head Start Collaboration Office.

The *SRA Imagine It* curriculum is used as an enhancement curriculum to the *DLM*. It reinforces a strong vocabulary and pre reading skills by utilizing a system of tiered vocabulary instruction that place emphasis on research and interpretation skills. Relevant words are divided into three categories: words already known without school instruction; words to be learned as part of general lessons and words to be learned in specific content area. The curriculum also assists struggling students develop both writing skills and critical methods of self-regulation. This system known as Self-Regulated Strategy Development (SRSD) guides students toward a mastery of the higher-level cognitive processes involved in written composition.

The two curricula as well as Gadsden County HS's own emphasis on retaining HS teaching staff will help in promoting kindergarten readiness for preschool children. Gadsden County HS works very closely with the EHS program to ensure an effective transition process from EHS to HS as well as transitions across HS centers as families move.

It is for the above reasons – developmental appropriateness; matching of curriculum to Gadsden County HS School Readiness goals and other standards; and continuity of experiences – that the Gadsden County School Board and Policy Council selected these curricula over ten years ago, a choice which is reaffirmed each year by both groups as part of their review of children's progress. The School Board and PC are committed to providing experiences that promote children's independence and confidence through active learning. Both groups are mindful that the user-friendly curricular materials and available training options will contribute to assuring implementation fidelity.

As a result of analyzing child outcomes data over three years Gadsden County HS teaching teams will continue to promote growth in language development, literacy and knowledge, as well as mathematics. Gadsden County will use the *SRA Imagine It* curriculum to augment the DLM for enhanced vocabulary, overall language development and literacy. The DLM addresses the STEAM framework (science, technology, engineering, arts and math). The DLM curriculum includes a teacher and student resource guide that suggests books and activities that support the development of children’s capacity to ask questions about their everyday observations and experiences. Problem-solving strategies also are encouraged. Activities and materials kits that support those experiences have been developed in-house and will be employed as well.

This curriculum was chosen because the Gadsden County HS staff, School Board and PC determined that its thoroughness, developmentally appropriate activities and clear implementation instructions were best suited to the needs of Gadsden County families and the HS staff. The availability of ongoing training and updates of the curriculum was important to those who made this decision.

**2.2: Establishing and Measuring School Readiness Goals:** Gadsden County HS has adopted a set of school readiness goals for the HS program centered around the five developmental domains. These five goals were developed in conjunction with parents, the PC, the School Board, Community Representatives and Gadsden County School District personnel. They were based on group expectations. A goal for each developmental domain – physical, approaches to learning social-emotional, language/literacy and cognition/general knowledge – was selected, with a measurable objective and strategies for each goal were created. The latter were informed in part by several years of child outcomes data that was available to



Gadsden County HS and its stakeholders. The Gadsden County HS school readiness goals and their objectives can be found in Table 2 in the Appendix.

It is important to note that the goals, objectives and implementation of strategies are carefully reviewed in the spring of each year with the PC, School Board, parents and other stakeholders, once that year's child outcomes data have been analyzed. This process is described more fully in Section 2.8 below. Over the past five years, the goals have remained the same for children, however, the objectives and strategies have been expanded and made more precise in order to facilitate their measurement.

The HS goals and objectives are aligned with the *Head Start Early Learning Outcomes Framework: Ages Birth to Five* and with Florida's *Early Learning and Development Standards*. Because they were developed in consultation with the Gadsden County School District, and because district personnel are involved in the annually updating process, the goals and their objectives do reflect the expectations the district has for the HS children.

**2.3: Consultation with HS Parents:** As noted above, Gadsden County HS school readiness goals were adopted in consultation with HS parents. The annual child outcomes report is shared with all parents and with the PC, who provide their input as part of Gadsden County HS's process of adjusting the school readiness goals and objectives.

**2.4: Services to Infants, Toddlers and Preschoolers with Disabilities:** As indicated by the number of children with disabilities served in the past three years, as described above, Gadsden County HS has demonstrated the capacity to ensure that at least 10% of all children enrolled in our HS program will have a diagnosed disability. Based on prior experience, there will be two access points through which these children will enter our programs. One point will be HS and

EHS referrals from the designated Part C and Part B agencies. Gadsden County HS also receives referrals from the Child Find Coordinator of the Gadsden County District School, who, also receives referrals from a local screening program, the Early Steps Program which is part of Florida's Diagnostic Learning Resources System (FDLRS). As part of working with families to create education options for their preschoolers, the school district personnel and parents may agree that a HS experience is an important opportunity for the child. Gadsden County HS will receive referrals from the local Part C Early Steps agency who are about to turn three years of age as well from Children's Medical Services (CMS), the organization responsible for providing Early Steps services in Gadsden County. These referral and joint service delivery systems will continue to work efficiently and thoroughly because Gadsden County HS has written agreements with these Part C and Part B agencies that specify the roles and responsibilities of all parties.

These HS children will already have an IEP, therefore Gadsden County School District and HS staff will review those plans and supporting documents, meet with parents and collaboratively determine the specific strategies that HS program can adopt to support the child's IEP goals. In the 2017-18 year, 28 of the 36 HS children (77%) with a diagnosed disability fell into this category.

The access point for the remaining children who have a diagnosed disability will come when their parents and/or HS staff will have concerns, based on home and program experiences and/or the results of Gadsden County's developmental screening, the Early Screening Profile. Working in tandem with parents, Gadsden County HS staff will refer those children to the School District for further testing and development of an IEP as appropriate. In the 2017-18 year, 8 of the 36 HS children (23%) with a diagnosed disability were identified through their HS participation.

As mentioned above, these referral services are part of a broad Interagency Transition Procedures Agreement for Children and Families Birth Through Kindergarten, which is a formal arrangement that specifies the services that Part B and Part C agencies in Gadsden County will provide to children with a diagnosed disability, including those enrolled in HS. Currently, those services include on-site speech/language diagnosis and therapy, other appropriate therapies, and training of HS staff. The latter is especially important, because practical, hands-on training for both staff and parents that focuses on maximizing each child's strengths in an inclusive setting is a critical strategy for that child's successful HS experience. Training from the FDLRS group also will be used and could include such experiences as a book study by staff and parents at a center or training on disabilities requirements for the PC.

The services of the Gadsden County School District, the Part B agency, will be augmented by agreements with local organizations that focus on specific disabilities, such as the Florida State University Center for Autism and Related Disorders (CARD). If a child's school and home behaviors indicate that she/he may be somewhere on the autism spectrum, Gadsden County HS and the parents will make a referral to CARD. Their staff will do classroom and home observations, and then meet with parents and staff to discuss individualized strategies that may support positive behavioral development. CARD staff also will provide staff and parent training and will assist with the child's transition into a new environment (e.g., public school, home visiting programs or EHS-to-HS).

The latter resource will be especially important, since Gadsden County's goal is to ensure that its HS and EHS children with disabilities and their families make smooth transitions into their next educational experience, be it from EHS to HS or another early childhood program, or from HS to kindergarten. For EHS children, meetings among the parents, EHS and Part C staff will

begin at least six months prior to the child's third birthday, as part of the IFSP meeting. The goals will be to create a transition plan that includes a comprehensive understanding of the child's accomplishments and strengths as well as areas of needed growth, and builds upon the parents' plan for the child. Transitioning of HS children with disabilities will be one focus of the IEP meetings that occur during the year prior to a child's leaving HS, and will have the same focus on strengths, accomplishments and next steps.

**2.5: Meeting the Needs of Targeted Populations:** Gadsden County HS is committed to ensuring that populations with unique needs are served in appropriate ways as part of the proposed HS/EHS program. Dual language learners, both adults and children, will enter a program experienced in providing assistance that builds on each person's first language. This will include dual language public relations, recruitment materials, and curricular materials prominently displayed in Spanish and English. Many Spanish-speaking families reside in the Greensboro area of Gadsden County and will be served by the Gadsden County HS at the Greensboro Elementary School, whose family-centered activities have led to the center's being an integral part of that community over the past twenty years.

Gadsden County HS will build upon its current relationships with other programs that identify and serve homeless young children and their families, including collaborators in the Gadsden County School Board Homeless Program and other local providers that work with homeless families. The Family Service Coordinator attends the Gadsden County School Board Homeless meetings of all local service providers, where available services are described by each participant and referrals are garnered. Gadsden County HS will have access to the Homeless Management Information System (HMIS) database which provides information on available services, food, clothing utilities and other services for those families. Because Gadsden County HS has been

providing services to homeless children and families for many years, it is anticipated that the trend of walk-in applicants will also continue.

Gadsden County HS will continue its support of those HS children who are placed in foster care during their time in our programs. Gadsden County HS family service staff will work with the Department of Children and Families (DCF) caseworker to ensure that the stability of the HS experience continues during this time of upheaval in the child's life. If the foster family is located closer to another HS site, a transfer option is discussed with that family, taking into account the additional stressors posed by the child's entering yet another new experience. All parent experiences, including conferences, trainings and governance opportunities, are made available to the foster family. Gadsden County HS staff are careful to work collaboratively with the DCF caseworker to ensure consistency for the child.

Gadsden County HS does not propose to provide services to pregnant women.

**2.6: Health Services:** Gadsden County HS is committed to ensuring that all HS children served through this proposal will have access to a wide array of health services. Foremost among the strategies to meet this goal will be the reliance on the Health Services Advisory Committee (HSAC) to provide guidance and direction about service delivery goals and options. As Table 3 in the Appendix demonstrates, the current HSAC is comprised of local health professionals from health departments, dental clinics, mental health agencies and private programs. The HSAC will meet twice per year to review current health services data, consider strategies for meeting emerging service delivery challenges and make commitments to represent Gadsden County HS needs to the wider health services community.

The latter is especially important because many HSAC members also participate in Gadsden County Community Health Task Force, a group dedicated to sharing and pooling resources so as to better meet the needs of the county's residents. For example, HSAC members were instrumental in the Task Force's emphasis on securing dental care for low income families using clinics and dental busses, based in part on the demonstrated oral health needs of Gadsden County HS programs.

**Physical Health Services:** Gadsden County HS delivery of health services will begin at the time of each HS family's application, where proactive and ongoing steps will be taken to ensure that every child and family has health insurance and a medical home. During the 2017-18 year, 283 of the 292 children served in the Gadsden County HS program had health insurance by the end of the year. All 292 children had a medical home and were up to date on a schedule of age appropriate preventive and primary health care according to the Florida EPSDT schedule for well child care.

Concurrently, family service staff along with the Health Coordinator will determine the child's health status, including immunizations, and will jointly develop a plan for needed and ongoing health services with each child's parents. Within 45 days of each child's enrollment, a member of the Gadsden County HS health team will conduct a hearing screening, using the Otoacoustic Emissions (OAE) screening tool. If a child does not pass the screening, a referral will be made to a local audiologist. During the 2017-18-year, one HS child was identified as having hearing concerns and was successfully treated by an audiologist.

Also, within 45 days of enrollment, a vision screening will be provided to all HS children by Focus First America – Florida, a not-for-profit group that provides these screenings to HS and

child care programs throughout the southeastern US. For children enrolling after the initial vision screenings are completed, Gadsden County HS health staff will provide the screening, using the SPOT Vision Screener. If a child does not pass the vision screening, she/he will be referred to a local optometrist. During the 2017-18-year, vision concerns were identified for two HS children and both were successfully treated by local health providers.

With parental permission, lead screenings will be conducted when entering the HS program if the 24-month screening was not completed. In Gadsden County, children will be screened by the child's local physician or the local health department with follow-up provided by the screening doctor or health department.

From intake forward, Gadsden County HS's goal will be to provide health services support tailored to each child and family, using screening information as well as ongoing classroom observations and parent reports and concerns. Services and referrals will be tracked through the ChildPlus Management System so that reminders of upcoming health visits and immunizations can be sent to each family.

In addition to serving current HS children and families, Gadsden County HS will continue to serve as a health services touchstone in the community, through its annual Healthy Start event. This event is a one-stop-shop gathering of local health providers such as Healthy Start, Child Find, Early Steps (Part C), Early Learning Coalition and others, and is designed to offer vision/hearing screenings, immunization, blood pressure and developmental screenings along with information about a wide array of locally-available services. This one-day event will be heavily advertised and staffed by representatives of the local agencies mentioned above.

**Nutrition Services:** Upon entering the HS program, Gadsden County HS staff and parents will prepare a nutritional history for the child, including known allergies and food intolerance. If necessary, an individualized meal plan will be prepared for those children, with input from and approval of the parents and Gadsden County HS Nutrition Consultant, Paula Milton. A Registered Dietician through the Florida Department of Education provides training and technical assistance in meal planning, dietary challenge and child/family nutrition education for Gadsden County HS since 2008.

All Gadsden County HS children will have a growth assessment twice a year to identify children who are over- or underweight. If concerns are found, health and family service staff will work with the WIC program to ensure seamless support and information to HS families and will work directly with families to address those concerns. Where appropriate, and in consultation with Gadsden County HS Nutritional Consultant and the child's family, changes in the child's HS meal patterns may be made. In the 2017-18 year, 16 of the 292 HS children were identified as underweight, 43 as overweight and 68 as obese. In all cases, individual dietary and exercise plans were designed for use in the HS program as well as at home.

Gadsden County HS will utilize the USDA National School Breakfast and Lunch Program (USDA) and its approved meal patterns, with the special dietary exceptions noted above. Emphasis will be on food that is low in fat and sugar, and on maintaining a nut free environment.

**Oral Health Services:** With parental permission, Gadsden County HS will complete dental exams for all HS children within 90 days of program entry. The exams will be provided by the Neighborhood Dental Group, Liberty County Mobile Dental Unit and a local dentist, Dr. Gregg. All exams will be provided at the HS centers and will include fluoride varnish. If further



treatment is needed, that service will be provided by the Neighborhood Dental Group or Dr. Gregg, with transportation for the child and parent provided by Gadsden County HS. If dental surgery is required, the Gadsden County HS health and family service staff will work with parents to secure those services. Of the 90 HS children identified as needing further dental treatment during the 2017-18 year, all 90 received those services.

In addition to the screenings and follow-up, Gadsden County HS staff will work with families to secure a dental home during their child's HS experience. While this is challenging, given the paucity of local dentists who accept low-income patients, Gadsden County HS and its HSAC feel that having a dental home is the one way to ensure ongoing oral health after the HS experience. In the 2017-18 year, 284 HS families entered the Gadsden County HS program with access to dental care and by the end of the program year, all 292 families had secured this access.

**Mental Health Services:** Gadsden County HS will provide an array of mental health services to HS children and their families. The importance of these services is driven by the following fact, the increase in the number of HS children who have exhibited challenging behaviors over the past three years. In the 2016-17 year, 24 children received mental health services by a mental health consultant and 27 children received mental health services by a mental health consultant in the 2017-18 year. To address potentially-related factors, Gadsden County HS will draw on several community resources. It will use the services of Colleen Williams as a mental health consultant. She is a Licensed Clinical Social Worker with specialized training in infant mental health with over 300 hours from the Harris Institute and she has a MS in Social Work. Colleen Williams has over 20 years of experience in community mental health settings and private practice, including extensive work with low-income young children and their families. She will complete a mental health classroom observation in each HS

classroom and will make recommendations to the teaching staff and coaches about strategies and teaching practices that will enhance the socio-emotional climate of the classroom. Based on an aggregation of those observations, she will provide in-service training for teaching staff as well as contribute to the school study team meetings (held to discuss the progress of children with diagnosed disabilities as well as pending cases). Ms. Colleen William will also provide short-term family counseling, play therapy and at-risk and crisis counseling, all designed to gather information needed to refer children and families to local services.

A second mental health resource will be those community agencies whose specialties are serving children and families in crisis. Gadsden County HS has an ongoing referral relationship with the Thornwell Group, the local community mental health provider for Gadsden County, so that HS children and families can receive longer-term interventions that Gadsden County HS does not provide. The services of the Thornwell Group will be available to HS staff, a benefit that is shared with all staff at the time of their hire.

Gadsden County HS will also utilize its relationship with the Early Learning Coalition of the Big Bend. This organization provides trained counselors and therapists whose services are directed to support persons in need. The staff also will provide training to the Gadsden County HS staff about the challenges that children and families face during treatment and how the HS staff can provide appropriate support.

**2.7: Observing Teacher-Child Interactions:** The Gadsden County HS plan for observing teacher-child interactions in HS will build on current strategies already in place at the classroom level. The Classroom Assessment Scoring System (CLASS) will be used twice per year to assess the quality of teacher-child interactions in every HS classroom. Both the fall and spring

observations will be conducted in the HS classrooms by the three Gadsden County HS coaches who are Preschool CLASS-certified as well as the observers from the Early Learning Coalition of Big Bend (ELC-Big Bend). The scores will be analyzed and used by the Gadsden County HS coaches for continuous improvement. All CLASS observers will complete the CLASS Calibration training as well.

Gadsden County HS will take multiple steps to ensure they are reliable in their scoring of CLASS observations. Gadsden County HS previously only used CLASS observers from the ELC-Big Bend, however they will use results from the three HS Resource Teacher/Coaches with degrees in early childhood education to ensure the classroom goals are created collaboratively with teachers, teaching strategies are implemented, teaching practices are improved, and progress is tracked in every classroom. Gadsden County HS Resource Teachers/Coaches, who are CLASS certified, will observe every preschool classroom once in the fall and once in the spring. The ELC-Big Bend observers will also independently observe in selected HS classrooms in the spring of 2018. Classes may be videotaped to allow observers to score the same video to ensure the scoring is consistent. The selected classrooms will be comprised of the outlier classrooms shown by previous data. The outliers will be those who are both significantly higher than average and significantly lower than average. These classrooms will be blind scored to ensure scores are not biased or based on scores previously completed. The two certified observers will compare, contrast and discuss their results to ensure greater inter-rater reliability. This practice, along with CLASS preschool certification, should remedy the wide range of scoring as shown in Table 4 CLASS Data.

The multiple uses of this information since 2004 provide insights as to how Gadsden County HS will use CLASS data in the classrooms. First, the individual results will be shared with each

HS teacher, and the teacher and her/his supervisor will use the information to refine that teacher's individual professional development plan. Improvement strategies could include additional on-line or in-class coursework, observation of another teacher's performance or entering into a mentor teacher agreement.

This latest strategy – mentor coaching – has been instituted with all classroom teachers after the fall 2018 CLASS results were analyzed along with the results of the 2017 Federal CLASS monitoring visit. It was determined which teachers needed specific suggestions and follow-up support in order to provide emotional support for children's social development, and classroom organization, particularly through a variety of teacher-child interactions and suggestions. Resource Teacher/Coaches will implement the Practice Based Coaching model and use the NCQLT's *Engaging Interactions and Environments* in-service suite to support their individualized work with each teacher.

The second use of CLASS data will involve aggregating scores across domains and sub-domains. The results of Gadsden County HS aggregation over the past three years can be found in Table 4 CLASS Data. The leadership team, led by the Education Disabilities Coordinator, will determine which teaching strategies represent the program's strengths and which strategies need further attention and improvement. For example, the fall 2017-18 CLASS results showed a program-wide improvement in instructional support. However, the domains of emotional support and classroom organization either stayed the same or showed a small decline. Hence the implementation of coaching for the 2017-18 year will concentrate on individualized teacher professional development plans designed to improve teaching strategies in those two areas.

The CLASS data also will be used to sharpen the skills of the Gadsden County HS CLASS-trained observers as described above. Gadsden County HS anticipates using these practices in the 2018-19 school year and then aggregating the data and using it to influence the development of the its 2019-20 training plan.

**2.8: Child Assessment:** Gadsden County HS proposes to use the *Learning Accomplishment Profile -3 (LAP-3)* as the child assessment tool in the HS program. This tool was selected by the staff, PC and Board for several reasons. The tool aligns with the *Developmental Learning Materials* curriculum, which is the organizer for our HS children's experiences. Because the *LAP-3* assesses children's progress from birth to age five, its use supports a seamless transition of children into the HS program. In order to maintain scoring reliability, teachers will receive training during preservice about using *LAP-3* to translate their observations and other data into determinations as to the degree to which a child has mastered or is mastering a specific skill. Teachers will observe and record information as part of their daily and routine interactions with children in their classrooms using laptops with Internet access, so they can work in the web-based *LAP-3* system. Outcomes information for each child will be compiled each year in October, February and May. The program's child outcomes data will be aggregated then as well.

The child outcomes information will be used in three ways. First, HS teaching teams will provide individualized experiences for each child, based on an analysis of the strengths and areas of growth for each child. These analyses will be shared with parents, who will be partners in the determination of those individualized experiences. This sharing and planning will occur during the two in-class meetings and two home visits that will be scheduled with each family. If additional consultation with parents is needed, those will be scheduled at the parents'

convenience and choice of either a home visit or a classroom meeting. The basis for these discussions will be the Family Conference Form that is produced by the *LAP-3* system.

Staff will supplement these discussions by arranging for parents to access their child's data through a parent portal, which will also have at-home activities designed to build upon the child's HS or EHS experiences. This system, called *Parent Reports*, is designed to involve parents in their child's learning in a way that promotes home-center connections by having teachers share learning contents such as Ebooks, songs, media and parenting tips.

Child outcomes information also will be used to determine the health and progress of Gadsden County HS in meeting its program goals (see Section 3.1), including the school readiness goals discussed above. HS child outcomes data will be aggregated in October, February and May of each year, across several variables such as center, gender, race/ethnicity, dual and single language learners, and years in HS. The data will be reviewed with individual teachers and in center groups. Teachers and staff will provide input to identify additional professional development and varied classroom strategies. The HS Director, Education Disabilities Coordinator, Resource Teacher/Coaches, Policy Council and School Board members will review the results through several perspectives, one of which is the degree to which progress is being made in meeting the school readiness goals. A second perspective will be the differences across the different variables, with the intent of discerning where Gadsden County HS might need to change its classroom practices, its materials, its teaching training or other program improvement strategies, in order to reduce outcomes differences or deficits. The education team will then make recommendations to the Gadsden County HS leadership as to what improvement strategies are recommended

A simple example of how these analyses could play out can be found in a 2014-17 comparative report on outcomes. As part of the 2014-15 HS child outcomes review, which was a only a sample of the HS children served that year, HS leadership observed that over 10% of the children had ended the year showing skill gains below those normally expected in all five developmental domains. Further, fewer children than predicted were exceeding expectations in all domains. Consequently, HS adopted several improvement strategies, including training to sharpen the observation and recording skills of teaching staff. On a parallel track, the program provided targeted teaching team training focusing on strategies and activities that would facilitate growth in all five domains, followed by individualized classroom supervision and mentoring. It is possible that these combined approaches are in some measure responsible for the 2015-16 and 2016-17 child outcomes results, which show fewer children below expectations at the end of those years, and more children exceeding expectations within the same time frame.

Conveying information about the results of HS efforts will be the third use of the child outcomes information. HS staff will prepare a series of reports designed to convey information to various stakeholders about the status of HS accomplishments across each of the five domains. These reports will be presented to the PC and School Board three times each year and to the School District and other partners once per year. The end-of-year analysis also will be included in the agency's Annual Report

**2.9: Coordination with Community Partners:** Gadsden County HS will build on its current partnerships with local community agencies to coordinate and enrich services to the children and families that will be served through this HS proposal. As described above, Gadsden County HS works in unison with Gadsden County School District, the Part B agency, detailing services for HS children with disabilities. Gadsden County HS has a written agreement with Children's

Medical Services, the Part C agency for referrals of children turning three years old and has a similar agreement with Florida State University EHS. Gadsden County HS also has a long-standing relationship and agreements with other agencies to provide an array of free or reduced-priced services to HS children and families. The specifics that comprise those relationships are described in Table 6 in the Appendix, and include partners who offer health, mental health, family, job and financial counseling, prevention and early intervention, and housing services.

**2.10: EHS services to pregnant women and transitions:** Gadsden County HS will not provide EHS service to infants and toddlers. Florida State University provides EHS services in Gadsden County.

**2.11: Parent Engagement:** Gadsden County HS will offer multiple opportunities for HS parents to engage in activities that help them become full partners in the education of their children. The first opportunity occurs during the recruitment and enrollment processes when Gadsden County HS family service program assistants use the data-gathering process to establish initial welcoming relationships with incoming families. Once children and families are assigned to a center, the family service program assistant meets with each family to discuss an individual partnership agreement and plan that build on the family's strengths to support the its economic, parenting, education and personal well-being goals. Throughout the program year, the family service program assistants refer parents to local programs and agencies that have available resources (e.g. GED training for those wishing to obtain a high school diploma) which can help meet those individual goals. Because the family service program assistants will have a caseload of 50 families or less and are well trained in human services this regular contact and support is feasible.



For those families in crisis, family service program assistants and other Gadsden County HS staff will mobilize to support those families' securing necessary services. This is where Gadsden County HS's many linkages to other community agencies will be useful (see Table 6 in the Appendix), since family service program assistants and others will know who to contact for immediate housing, clothing, medical and other emergencies.

Family engagement also will be facilitated by opportunities for parents to receive information, experiences and training on a variety of topics. To ensure parents are fully aware of upcoming parent and child events Gadsden County HS has implemented "Parent Link." Parent Link is a secure communication tool that sends messages to parents via phone call or text messages. The HS program coordinates Parent Link services through the Gadsden County School District. It enables staff to inform and remind parents well in advance of meetings, school activities, and upcoming educational events, thereby increasing parent participation. Gadsden County HS continues to have a strong Male Involvement Program which encourages and recruits significant male figures in the family's homes such as fathers, uncles, grandfathers, etc to actively participate in male-driven activities.

Gadsden County HS will utilize a previously-developed series of monthly Parent Service Projects (PSP) focusing on topics of interest to HS parents, including but not limited to: Cancer awareness, fire safety, tax preparation, pediatric dentistry, substance abuse, and pedestrian safety. Center Parent Committees can choose which of these PSPs will be offered at the center and the Family service program assistant will support that training. Alternatively, a Parent Committee may decide to explore another topic. The Gadsden County HS staff will assist parents in developing the experiences and training that speak to that topic.

Longer-term training and support also will be available to parents and offered through a research-based family curriculum, the *Nurturing Parenting* curriculum, which Gadsden County HS is currently implementing. This evidence-based eight session set of experiences is designed to provide parents with a basic knowledge of child development as well as strategies to encourage positive behavior and prepare children for school success, given its keen focus on brain development and school readiness.

As part of its parent engagement opportunities, Gadsden County HS will support each center's Parent Committee by encouraging all parents to actively participate in its meetings, and by providing training in how to conduct efficient and effective meetings. Gadsden County HS recognizes that most HS parents' participation in program governance and operations will be at the center level, therefore devoting staff time and resources to parent meetings is critical if parents are to have opportunities to successfully function as a member of a decision-making group. Members of the local Parent Committees will be elected to be on the Gadsden County HS Policy Council (see Section 6.2 below) and thus will have further decision-making experiences.

As a result of its years of experience engaging HS parents, Gadsden County HS is aware of challenges that families encounter participating in the many opportunities to be involved in the program and their child's education. In rural parts of Gadsden County, reliable transportation can prevent parents from participating in HS events. Many families do not have cars and there is no public transportation. Gadsden County family service program assistants will assist parents to ensure they have a reliable means of transportation to and from parent events, trainings, Policy Council meetings and to the extent that available staff and funding allow, family service program assistants will support ride sharing options to these events among each center's parents. Gadsden County HS provides child care services at each parent meeting.

A second challenge is the many time demands placed on HS parents, especially for those families whose members are holding down multiple part-time jobs and/or experiencing crises. Gadsden County HS staff will strive to schedule Parent Committee meetings and training sessions at times convenient to the majority of parents, including nights and weekends. Use of social media and Parent Link as an alternate strategy for keeping parents informed and engaged will be used, since many younger parents are very comfortable communicating with staff and each other through texting, Facebook, Twitter and other formats.

A third barrier to participation could be language, given that English is a second language for an increasing number of HS families. However, two of the Gadsden County HS child development staff are Spanish speakers and the school district has at least one Spanish speaker at each of their schools that may be used as needed. All materials and communications are created in both languages and the main office telephone system has an option for persons preferring to communicate with a Spanish speaker. Because Gadsden County HS has taken proactive steps to address the needs of this population, this potential barrier has not prevented the Spanish-speaking community from becoming active participators in our HS program. During the 2017-18-year Gadsden County HS served 33 children with Spanish as their primary language.

### **Section III: Past Performance**

**3.1: Capacity to Operate a HS/EHS Program:** Gadsden County School District is currently the grantee for HS services in Gadsden County. The Gadsden County School District has provided K-12 educational services to children for well over 50 years and high-quality HS services since 1985. The Gadsden County School District is governed by the Florida Department of Education who also provides oversight for the district. Gadsden County School

District began HS services in 1985 with only 100 children and now serves 259 children throughout the entire county in five elementary schools and two community centers all owned by the school district. The Gadsden County School District has also administered the Florida VPK program since 2005.

As noted above, Gadsden County School District has been the HS grantee in Gadsden County since 1985. During that time, the HS program has been monitored by the Federal government approximately every three years during the triennial review period with no findings. Additionally, the Gadsden County HS program received a Health and Safety monitoring event and an ERSEA and Fiscal monitoring event with no findings. The CLASS monitoring event resulted in the designation renewal process being implemented. The yearly OHS Program Information Reports (PIRs) also demonstrate Gadsden County School District's capacity to effectively administer a HS program of the size proposed. The disabilities, health and family engagement portions of Section 2.4, 2.5, 2.6 and 2.11 above provide information about the level and types of services that Gadsden County School District has offered over the past three years. Further indices of Gadsden County HS's competence include data showing that for the last three program years, every HS family received at least one family service. In the 2017-18 year, 264 of 265 families participated in parenting education and 100% participated in health education for their child. This resulted in all children having an ongoing, continuous source of accessible health care and all children were up to date on a schedule of age appropriate preventive and primary health care. All children who needed treatment received treatment as well.

Guiding Gadsden County's HS services are four long-range goals that will remain in place should this proposal be funded. Goal # 1) By the end of the 2018-19 school term, at least 88% of HS/PreK parents were actively involved with and participated in activities related to their child's

everyday learning at home, school, and in their communities. This will be evidenced by the Family Outcomes Reports to analyze gains between mid-year and the end of the year data. Goal # 2) By the end of the 2018-19 school term 100% of HS/PreK parents received information and education on family preservation issues, including domestic violence, money management, stress management, child abuse and HIV/AIDs awareness. This will be evidenced with all services being logged into ChildPlus Family Outcomes module and reflected on the 2018-19 Program Information Report (PIR). Additionally, the Gadsden County School District strategic plan, approved by the School Board on February 27, 2018 includes two goals for school readiness. They are as follows: Goal # 3) Increase the percentage of prekindergarten students who demonstrate proficiency in all areas of the PreKindergarten (PreK) assessment. Current data as of 2016-17 indicates that in 77% met this expectation. Goal # 4) Increase the percentage of kindergarten student's who are ready to start school. Current data as of 2016-17 indicates that 75% met this expectation.

In addition to meeting the HS Performance Standards and other regulations, Gadsden County HS has maintained a decade-long commitment to moving its program operations beyond the Standards, in part by completing the AdvancED accreditation process, formerly known as SACS. As noted in Table 1 in the Appendix, all seven of the proposed HS sites have successfully completed the process and are full accredited. A primary benefit of the entire process has been the engagement and commitment of all staff to improving their own skills and knowledge so that the entire center experiences continuous improvement. The system focuses on the submission of information indicating compliance with benchmarks and a validation visit by AdvancED.

**3.2: Proposed Management Team:** Mr. Roger Milton is the Superintendent of Gadsden County Schools. He holds a Bachelor's of Science in Computer Technology. The Head Start

Director is Ms. Carolyn Harden. She has over 33 years-experience in Head Start with 13 years-experience as a HS Director. She holds master's degree in Leadership and Supervision since 2004 and a bachelor's degree in Social Work. Before becoming the HS Director, she held the positions of Disabilities/Transition Coordinator, Health Coordinator and Family Services Coordinator.

Each member of the current Gadsden County HS management team brings appropriate education, training and experience in HS operations as well as knowledge in their respective fields. The organizational chart that lists their positions, as well as those of the staff they will supervise, is in the Appendix, as are the resumes of all persons mentioned in this section.

Ms. Cynthia Hayes Riley is the Education/Disabilities Coordinator for Gadsden County HS. She was formerly a Resource Teacher and a Certified Teacher within the HS program. She has 23 years-experience in Head Start. She also has experience within the Gadsden County school district as a Program Specialist and a first and second grade Teacher. She holds a bachelor's degree in Early Childhood/Elementary Education as well as a Management and Childcare Credential. She is a certified preschool CLASS observer as well.

Ms. NiAra Simone' Randolph is the Health Coordinator for Gadsden County HS. She has been with the program for two years. She is a Certified Dental Assistant and previously was a certified PreK Teacher for Gadsden County School District as well teaching Kindergarten and 2<sup>nd</sup> grade. She is also certified by the Florida Department of Education in Exceptional Student Education (ESE)

Ms. LaKysha Perkins will serve as the Family Service Coordinator. She has been in that role for two years. Formerly she was the Home Instruction for Parents of Preschool Youngsters

(HIPPY) Coordinator for the School District and a Principal's assistant. She holds a bachelor's degree in Social Work and an associate degree in Early Childhood Education.

The credentials and experience of Ms. Bonnie Wood, Finance Director, are presented in Section 3.3.

**3.3: Effective Financial Management Capacity:** Gadsden County School District and the HS program has demonstrated their capacity to provide effective fiscal management of a HS program. Leadership for this effort will be provided by the District Finance Director, Bonnie Wood has a master's in Educational Administration and has served in this position since July 2017, however formerly she was the Academic Affairs Business Manager for University of North Georgia from 2013 to 2017. Additionally, previously she was the Assistant Superintendent for Business and Finance for Gadsden County School District for 7 years. Her resume is in the Appendix. She also advises the School Board on fiscal management when appropriate.

The agency has a Fiscal Manual that details all policies and procedures for handling the over \$2 million dollars in HS funds that it receives each year, including fiscal control and accountability procedures. The School District uses TERM and Skyward accounting software. They are utilized to support the fiscal management system including the following modules: General Ledger; Cash Receipts; General Journal; Budget Preparation; Cost Allocation; Accounts Payable; Payroll; Timesheet Accounting; Financial Reporting; and Security. Gadsden County School District currently has an approved indirect cost rate of 5.62% from the Florida Department of Education. It covers such costs as the annual audit, accounting, human resources, information technology and administrative functions. Other common costs that it covers include

communication costs such as telephone, internet and cell phones as well as clerical help for the administration.

Gadsden County School District annual audits currently are conducted by the state of Florida Auditors General Office. The Head Start audit is included in the overall school district audit. The results of the 2017 audit can be found in Gadsden County HS's proposal submission, File #3.

**3.4: Violations:** From 03/27 – 03/29/2017, the Office of Head Start (OHS) conducted a pre-school CLASS review, the results of which were reported to Gadsden County HS on 04/10/2017. On January 31, 2018 received a letter from OHS noting that it's Emotional Support Domain score of 5.2679 and its Classroom Organization Domain score of 5.0595 were in the lowest 10 percent of CLASS scores nationwide and informing Gadsden County HS that an open competition would be held for its service area.

After the on-site observations but prior to the receipt of the 2017 OHS letter, the Gadsden County HS leadership team had reviewed its own CLASS data and determined that teaching teams needed additional strategies for encouraging the development of approaches to learning, problem-solving and prediction skills with the HS children. Pre- and in-service training experiences as well as on-site supervision were focused on the refinement of teaching skills in that domain during the rest of the 2016-17 and 2017-18 school years. As demonstrated in Table 4 in the Appendix, CLASS scores in that domain did improve. However, the receipt of the January 31, 2018 letter led the management team to revisit that emphasis, and the consensus was that a focus on one domain may inadvertently have sent an unintended message that emotionally supporting children and effectively organizing a classroom were less important than supporting instruction. Since the spring of 2017, the group training and individual supervisory and coaching



experiences have been broadened to include experiences in all three domains, including Early Learning Coalition training sessions in supporting children’s socio-emotional growth through expanded teaching practices (see Section 2.6). While the 2017-18 scores in both domains have dropped from the previous year we believe they are more reflective to a more valid score since observers participated in inter-rater reliability training. The scores for 2017-18 are close to or exceed the OHS average, the management team believes that there still is room for growth, so supervisors are continuing to carefully provide targeted guidance to each teaching team as a result of the Fall, 2018 CLASS results. Coaches are also careful in the scoring of their observations to ensure that they are reflecting reliable results. See Section 2.7 for additional practices ensuring reliability and processes for CLASS preschool observations.

#### **Section 4: Staffing and Supporting a Strong Early Learning Workforce**

**4.1: Management Competence:** The education and experience of the HS Director and the three coordinators that comprise the leadership team are described in Section 3.1 above and the resumes can be found in the Appendix, as can the Gadsden County HS Organization Chart. The HS Director will be responsible for the overall direction and implementation of the HS program. She will work closely with the PC and School Board to support their oversight responsibilities and will be an active participant in various community groups in both counties. She also supervises each of the three Coordinators that comprise the HS management staff.

The Family Service Coordinator will supervise the work of the family service program assistants. The oversight of the physical, oral and nutritional health services will be the responsibility of the Health Coordinator, who also will provide leadership for the collection and

aggregation of data and other information used to determine the program's strengths and areas of improvement.

The Education/Disability Coordinator will be responsible for the delivery of the early childhood services at the 7 HS sites. She will supervise the 3 Resource Teachers/Coaches who will observe in classrooms using tools such as the OHS Health and Safety Checklist and the age-appropriate CLASS tools, will provide feedback to teaching teams and Elementary Principals. She will provide oversight for teacher's individual professional development plans as well.

Currently, one of the Resource Teachers/Coaches has a master's degree and two have bachelor's degrees, all in early childhood or a related field. The daily interactions with children and families will be delivered by staff persons whose formal education and training is both extensive and appropriate, as evidenced by the credentials of the current Gadsden County HS staff. For the 2017-18 year, for example, six teachers had an advanced degree and 10 had a baccalaureate degree. Teacher Assistants are well qualified. For 2017-18, of the 17 positions, five have a bachelor's degree, two have an associate degree, two have a CDA Credential with one enrolled in a bachelor program, eight have a high school diploma with six enrolled in a CDA program and two enrolled in an associate level program.

**4.2: Attracting and Retaining Qualified Staff:** Gadsden County HS will utilize its staff recruitment plan that involves an in-house and community-wide network to advertise all vacant positions. These include local, county and state government offices and web sites, as well as those of entire school district and other human service organizations such as Florida State University. Social media options are utilized as appropriate. All postings include both minimum and desired qualifications as well as a job description that lists specific duties of the position.

For every position, a team of appropriate Gadsden County HS staff and coordinators will screen all applications, identify those who meet or exceed the minimums, create an interview protocol, select interviewees and conduct interviews. Interviews are conducted by a panel of members which include appropriate HS management staff, school district staff, as well as a current HS parent who is also a member of the Policy Council. As part of the interview protocols for education and disabilities positions, questions will include that tap into the interviewee's knowledge of the developmental information in the OHS Framework, with emphasis on its practical application in the classroom. Throughout the interview, questions that focus on the applicant's commitment to high quality services will be asked as well. Final selections to fill vacancies will be made by the HS Director, school district staff, and the Policy Council, based on the interview teams' recommendations. Required background checks will be conducted prior to hiring with a review of the results being assessed to ensure the applicant is suitable to work with children and families.

It has been Gadsden County HS's experience that retaining competent staff has three components. First, compensation, including salary and fringes, must be competitive with that offered by similar local early childhood and human service programs. Data from Gadsden County HS 2017 Wage Comparability Study, conducted by the Florida HS Association, demonstrated that salary and fringe benefits are commensurate to similar positions in the school district and above those of other HS program or human service programs. The Gadsden County HS program pays HS Teachers on a salary commensurate to other certified Teachers within the school district, as it also does its Teacher Assistants. Included in the fringe benefits are paid time off, which incorporates sick and personal leave time as well as holidays. Paid time off is earned according to the number of months each employee works and is paid monthly.

The HS program also provides education assistance in the form of tuition reimbursement for courses related to an employee's work when the HS employee is not eligible for the TEACH scholarship. This amount can be found in the training/staff development line item in the budget. This policy reflects Gadsden County HS's commitment to providing staff with the knowledge and tools necessary for each individual to successfully provide high quality services to our children and families.

Gadsden County HS offers its employees group health, dental and vision plans with the costs shared by the school district and the employee. Also provided at no cost to the employee is a \$25,000 term life insurance policy and accidental death and dismemberment policy. Other plans such as AFLAC and American Fidelity are available on a pretax basis to all employees who pay the entire cost of both plans. Gadsden County HS also participates in the Florida state retirement plan with the amount of the yearly contributions determined by the state legislature. As noted above, these fringe benefits are comparable to those offered by other school districts in the local area.

The second component is a work environment that values and recognizes performers of high quality. Gadsden County HS demonstrates that commitment through the linkage between each staff member's performance appraisal and individual professional development plan, and through its policy of promoting from within the agency when appropriate. The third retention component is an emphasis on each person's improving her/his knowledge and skills through ongoing and consistent training opportunities linked with the challenge of learning something new that will impact one's work. These opportunities are described in Section 4.3 below.

**4.3: Career Development Opportunities:** Gadsden County HS has established a two-pronged approach to the professional development of all HS staff that will be utilized if this proposal is successful. The first prong is a yearly performance appraisal system that utilizes a district wide form but is individualized through the use of each person's job description. Both the employee and supervisor complete the form, which requires identifying the employee's strengths and areas of needed improvement. The supervisor's input is based on her/his ongoing monitoring and observations of the staff persons during the year, as well as input from other school district staff (e.g., Principals and Resource Teachers/Coachers), indices of quality and quantity of service (e.g. CLASS observations; child outcomes; family outcomes) and the employee's progress towards meeting last year's performance goals identified in her/his professional development plan. A face-to-face discussion results in a final evaluation that will link to an amended professional development plan that includes goals and objectives as well as specific strategies to meet them.

For teaching staff who chose to participate as part of their professional development plans, Gadsden County HS will continue its coaching initiative, using *Practice-Based Coaching*, a program that was chosen in part because its underlying research suggested that positive changes in teacher behavior occurred as part of their participation in this coaching strategy. All three Resource Teacher/Coaches have been trained to implement this strategy, which focuses on using effective everyday teaching practices that contribute to children's school readiness. Because the Resource Teachers/Coaches do not supervise the teachers, it is possible to build a trusting relationship that supports the teacher's trying new skills and receiving comprehensive feedback. The teacher and coach together will share the results of the teacher's progress with the Elementary Principal, as appropriate.

The second prong of the professional development strategy is a series of training opportunities designed to ensure a core knowledge base for all HS employees, service area-specific information and skills and unique content that derives from an identified need across employees or a new Federal or state mandate. The core knowledge base is assured first through orientation sessions that are required for all new employees. These sessions describe history and goals of Gadsden County School District and of HS, with emphasis on the requirements of the Performance Standards and the strategies that Gadsden County HS uses to implement them, including child neglect/abuse reporting procedures and health/safety checks. The Human Resource Department also walks new employees through the requirements and paperwork for receiving monthly pay and obtaining fringe benefits.

To ensure that veteran HS employees maintain that core knowledge base, a series of sessions that are offered every year, often during preservice, the content of which is driven by funding or regulatory requirements. Topics covered include the following: First aid; child abuse and neglect identification and reporting; transitions; needs of homeless, limited English proficiency and disabilities children and their families; and daily health and safety checks. The goals of the agency and the HS program are reinforced, as are the School Readiness Goals that Gadsden County HS has adopted. In addition, each service area will offer training on topics that specific to its work. For example, family service staff may review the current ERSEA policies to ensure a continued shared understanding of that process. Education staff may have a refresher session on making the link between their child observations and determining developmental progress through scoring in the *DLM Curriculum* or *LAP-3 Assessment*.

Through aggregation of staff performance appraisals, monitoring reports and the annual self-assessment, the Gadsden County management team will gather information that will inform both

the program's content-specific training sessions for the upcoming year, as well as any new training that needs to be offered to all staff. During the most recent review of the above data, the management team determined that all teaching staff would complete training provided by *DLM* consultant. Also identified was the need to offer training to teaching staff related to the three domains in CLASS, no later than August of 2018. Supporting positive behaviors in the classroom is a third training that is being offered by the ELC – Big Bend this year, again as a result of the aggregation of data about staff performance.

In addition to Gadsden County HS sponsored training sessions, HS staff are encouraged to pursue additional relevant higher education coursework and/or training designed to improve an employee's knowledge and skills. Gadsden County's tuition reimbursement policy described above offers a visible sign of support for these professional development opportunities.

Gadsden County HS believes that its volunteers and substitutes can impact on the quality of our programs, the agency will require a series of short courses designed to ensure that this cadre has knowledge of HS goals, Performance Standards and center operations. This group also will be encouraged to attend all HS training sessions, including pre- and in-service sessions.

**4.4: Evaluating Job Applicants:** As described in Section 4.2 above, reviewing, screening and interviewing job applicants is a shared responsibility of staff and parents who carefully prepare interview questions and scenarios designed to assess the knowledge base of interviewees as well as their capacity to use their past experiences to address challenges that typically are encountered in the daily work of education, family service, health and management staff. Usually the applicants who are best able to integrate their knowledge base, experiences and commitment to quality during the interview are those who are recommended by the team. However, to ensure

that the best match has been made, Gadsden County HS has a 90-day probationary period for all new hires, which affords an opportunity for both the new hire and staff to determine being part of the Gadsden County HS team is a proper “fit.”

## **Section 5: Planning and Implementation**

**5.1: Licensing Requirements:** Gadsden County HS already has the facilities that are needed to support this proposal, and those sites are approved through the Florida Department of Education for the preschoolers that are proposed. Table 1 lists each site. Because facilities and staff already are available, HS services can begin immediately upon receipt of the Notice of Award from OHS.

**5.2: Availability of Facilities:** As noted in 5.1 above, facilities for center-based services are available now. No renovation, construction, or adaption will be necessary.

**5.3: Alternative Service Provision:** Because approved classrooms, facilities and competent staff are already available, no alternative service plan is needed.

**5.4: Plan to Acquire Facilities:** Gadsden County HS does not propose to acquire facilities

**5.5: Hiring Staff:** Because it serves as the current HS grantee for this service area, Gadsden County HS already has qualified staff to operate the proposed program. As vacancies occur between now and the date that OHS announces its decision, Gadsden County HS will continue to fill vacant positions and train new staff with the goal of being fully staffed should Gadsden County HS be awarded this opportunity.



## **Section 6: Organizational Capacity and Governance**

**6.1: Capability of Senior Executive Managers and the Governing Board:** The capacity and track record of the senior executive managers – the Superintendent, the District Finance Officer and the HS Director – have been described in Sections 3.1, 3.2, 3.3 and 4.1 above. Included in that information are examples of the stellar track record of Gadsden County HS, its fiscal operations and its HS operations. Gadsden County School District maintains a Fiscal Manual that outlines fiscal controls and accountability procedures.

Section 642(c) of the Head Start Act states: (c) Program Governance- Upon receiving designation as a Head Start agency, the agency shall establish and maintain a formal structure for program governance, for the oversight of quality services for Head Start children and families and for making decisions related to program design and implementation. Such structure shall include the following:

(1) GOVERNING BODY- (A) IN GENERAL- The governing body shall have legal and fiscal responsibility for the Head Start agency. (B) COMPOSITION- The governing body shall be composed as follows: (i) Not less than 1 member shall have a background and expertise in fiscal management or accounting. (ii) Not less than 1 member shall have a background and expertise in early childhood education and development. (iii) Not less than 1 member shall be a licensed attorney familiar with issues that come before the governing body. (iv) Additional members shall-- (I) reflect the community to be served and include parents of children who are currently, or were formerly, enrolled in Head Start programs; and (II) are selected for their expertise in education, business administration, or community affairs.

As a public-school grantee in the state of Florida, Gadsden County School District falls under (v) Exceptions shall be made to the requirements of clauses (i) through (iv) for members of a governing body when those members oversee a public entity and are selected to their positions with the public entity by public election or political appointment. As an operating grantee there are no plans in place to modify the organizational structure, however the school district does have a licensed attorney that advises the School Board. The School District Finance Director answers to and advises the School Board when appropriate as does Tammy Farlin, Area Director of Elementary Education. The Board members outlined below are elected for a four-year term.

<b>Name</b>	<b>Qualifications</b>	<b># of Years on Board</b>
Mr. Steve Scott, <b>Board Chairperson</b>	BA degree in Government, Retired Teacher	4 years
Audrey Lewis	MA degree in Speech Pathology, Retired Parent Involvement Coordinator	6 years
Tyrone Smith <b>Assistant Board Chairperson</b>	BA degree, in Public Administration, Assistant Director of Tallahassee Community College – Gadsden campus and Minister	2 years
Charlie Frost	Owner, operator of trucking company	16+ years
Isaac Simmons	Retired Electrical Supervisor with City of Tallahassee	20+ years

During its monthly meetings, the School Board carefully reviews monthly financial and program reports, all of which are available electronically prior to the meeting. The School Board also uses standing and ad hoc committees for specific purposes to ensure members pay close attention to complex issues such as strategic planning facilities, fiscal operations and audit reports and can then report their findings and recommendation to the full School Board. These strategies are designed to provide effective and consistent oversight of all Gadsden County School District operations, including those of the HS program. The School Board also fulfills its oversight responsibilities by reviewing and approving the HS self-assessment process and the resulting improvement plan, by reviewing and approving all funding proposals and by selecting and reviewing the work of an independent auditor. Programs plans are in place for each Parent Committee to elect officers as well as a representative and an alternate to the Policy Council, annually at the initial Parent Orientation meeting. Parents develop leadership skills as they gain experience in expressing their views, managing conflict and making decisions. Parent Committee officers also gain experience in the nuts and bolts tasks associated with running a committee, such as parliamentary procedures and the development of agendas.

The membership of the Policy Council includes at least 51% representation of elected parents, (the remainder will be community representatives). The Policy Council will elect its own officers, including the Policy Council Chairperson, Vice Chairperson and Secretary. The Policy Council, whose membership is described in Table 7 found in the appendix has representation from all its sites and program options as well as community representatives. The PC meets monthly and considers and approves such items as the hiring and firing, review of the monthly HS fiscal reports, approval of all funding proposals, the annual self-assessment report and improvement plan and the

selection criteria and process for admission into the HS program. PC members report back to their local Parent Committees and bring forward to the PC those concerns that parents may have.

As part of each group's commitment to shared governance, the School Board and PC have established protocols for conducting HS business. For items requiring both bodies' approval, the PC considers and approves the items prior to the School Board's review and approval. For occasions when the School Board and PC might disagree on a decision, both groups have developed an impasse policy that complies with the HS Performance Standards. It should be noted that this and the previous policy have not had to be used. Approvals for this proposal from both the School Board and the Policy Council can be found in the Appendix.

To ensure diverse community representation, the PC has designated slots specifically for community representatives who bring knowledge of local services as well as experience serving on governing boards. These members can serve as role models for parents whose group experiences may not be as extensive.

The use of monthly meetings as well as extensive program and fiscal reports contribute to the School Board's and PC's capacity to monitor HS operations as well as its progress in meeting its long-range program goals and school readiness goals. Having the information prior to meetings makes it possible for members of both groups to pose relevant questions and offer suggestions to the Gadsden County HS management team, the Superintendent and finance officer.

Both the School Board and PC are involved in the design of the community assessment and the self-assessment. Once completed, the draft of the community assessment is reviewed by both groups. It is not unusual that additional information and implications of the data are offered as a result of these reviews. Both groups pay special attention to what the data suggests influencing

the HS program design, site location and long-range planning. Members of both groups are invited to participate in the actual self-assessment, review of the draft report and continuous improvement plan prior to its finalization and submission to OHS.

Over the years, the School Board and PC have had input into the internal monitoring system used by the HS program (see Section 6.3 below for a description of that system). The results of the ongoing system are shared with the Board and the PC as part of the HS Director's report three times per year. Of special interest are the child and family outcomes report and the results of the internal CLASS monitoring.

**6.2: Training of the EEC Board and Policy Council:** As noted above, Gadsden County School Board and Policy Council are already in place. No changes are being proposed for either group. Gadsden County HS will utilize its current plan for the training of each group. The new members will receive an orientation on the school district, the purpose of HS, enrollment and eligibility requirements, HS Act and HS Performance Standards, HS governance documents and reports, HS Management Systems Wheel, HS Management Systems Description and the HS Aligned Monitoring System. The training sessions for the board and the PC are conducted by Peace Consultation Services as well as the Gadsden County Superintendent and the HS Director.

**6.3: Management Systems:** Because of its long-standing commitment to offering services of high quality, Gadsden County HS has developed well-designed management systems that will support the implementation of this proposal. First among those systems is ongoing internal **monitoring**, which contains numerous data points, the first of which is a weekly review and aggregation of information provided by the ChildPlus Data Management System. At the end of each week, every Family Service Program Assistant will provide the Family Service Coordinator

with a report using the PIR function of ChildPlus, so that the HS Management Team will have updated information about level and quantity of services provided to each child and family. Should gaps appear (e.g. a number of children at one site have not had a vision screening), the coordinator can work with the advocate to determine the barriers that are present and create strategies to deliver the service. Another set of available data are the children's accomplishments across the five domains assessed through the *LAP-3 Assessment*. These data will be aggregated three times per year, across several variables (see Section 2.7), and become part of the Management Team's overall monitoring review process described below.

On-site monitoring for all HS centers will provide a second data point. The HS Health Coordinator will conduct health and safety observations three times per year at each HS site, using a well-defined Health and Safety Checklist that includes all items identified in the OHS Monitoring tool as well as guidelines utilized by the school district and state of Florida. The Health Coordinator will submit reports, conclusions and recommendations for improvement to the HS Director who will be responsible for addressing both immediate and longer-term remediation needs. Resource Teachers/Coaches will observe once per week in each classroom, using a variety of tools (e.g. OHS Health/Safety Checklist; Classroom Checklist) to structure those observations. Feedback will be given to each teaching team following each observation. As described in Section 6.1, the Education/Disability Coordinator and the Resource Teacher/Coaches also will observe in each classroom, using the age-appropriate CLASS tool and other instruments as appropriate. Written and oral feedback will be provided to the teaching team and the Elementary Principals with an emphasis on classroom strengths as well as suggested steps for improvement.

This internal monitoring information will be augmented by external monitoring from such sources as the USDA annual monitoring, VPK reviews and OHS reviews. The results of on-site AdvancED accreditation also will be an important data source.

In November, February and May of each year, the Management Team will review all data sets. The goal of the first two meetings is to identify the program's strengths as well as those areas which need immediate and long-range attention. An additional goal of the May meeting is to identify those challenges and issues which will be considered during the planning process.

Gadsden County HS views the **self-assessment** process as complementary to programmatic monitoring strategies. The self-assessment of the program will occur in April of each year. The Gadsden County HS has an effective system that determines the program's strengths, areas needing improvement, areas needing immediate improvement and recommendations/comments/corrective actions along with a timeline for completion. The program's assessment includes on-site observations, interviews, review of records and school readiness goals. Self-Assessment information plays a role in program planning, the development of long- and short-range goals, and action plans. There is a procedure in place that outlines the Self-Assessment time schedule, team selection, training, and overall program review. The procedure addresses the method for analyzing findings and identifies the process for developing action plans. That procedure is approved by the Policy Council and involves them, along with staff, parents, and other community members, in conducting the program Self-Assessment. Interdisciplinary teams comprised of staff, parents, and Policy Council, visit each center to assess programmatic content areas of operations and documentation; another team monitors central office functions, including program management, human resources, and finance. Data from each team's findings are compiled to present a complete picture of program strengths and areas needing improvement. The resulting document is the

annual Program Improvement Plan, which is presented to both the PC and the School Board. Regular progress reports are discussed at staff, PC, and School Board meetings.

The Management Team and other HS staff as needed, will utilize the data generated from internal and external monitoring and the self-assessment when it engages in the **planning** process in June of each year. As described in Section 3.1 above, Gadsden County HS has established long-range goals, and one focus of the planning sessions will be to determine the degree to which program operations have contributed to meeting or exceeding those goals, or alternatively, which operations need to be adjusted in order to make more substantial progress. The results of the session may be an adjustment in the objectives, timetables, activities and resources, or the creation of new objectives. Changes, if any, in the long-range plan will be shared with the PC and School Board at their July meeting, where input and comments will be welcomed. The final plan, particularly the changes in program operations, will be shared with all Gadsden County HS staff during the August preservice each year.

The availability of valid and reliable data is a prerequisite for successful planning, and Gadsden County HS has instituted a **record-keeping** system to ensure that this happens. Child and family data are collected and entered into the ChildPlus Data Management System by Family Service Program Assistants. This data is checked weekly for accuracy by the Family Service Coordinator. Child outcomes information is entered into *LAP 3 Assessment* on-line by Resource Teachers/Coaches on a continuous basis, with aggregation occurring three times per year. The Health Team maintains files that include health screenings results and follow ups, along with health histories, and the Education/Disabilities Coordinator maintains files with diagnostic and IEP information. Attendance reports are entered daily by school personnel with family service program assistants reviewing the data weekly. The Human Resource Department



maintains staff files, including background and fingerprint check, physical exams, and certificates/degrees/credentials.

Having this number of data sets requires clear confidentiality policies, which Gadsden County describes in its Employee Handbook and reinforces each year at its preservice training. Stated succinctly, the policy requires that no employee shall disclose any information about a child or adult who is being served or was served to anyone outside of the Gadsden County School District, unless so authorized by the Superintendent or one of several conditions is met (e.g. Parental/guardian written consent; legal orders).

Gadsden County School District along with the HS program has put in place procedures to forestall access to its computerized data by permitting access only to those directly working with children and families, or those supervising those staff. All access is password-protected. Data are backed up each evening by the ChildPlus vendor and are available there indefinitely. Hard copies of all records are stored for five years in a locked and secure storage facility.

Because Gadsden County HS has services and sites located throughout the county, it has devised multiple strategies for **internal and external communication**. All HS staff have a Gadsden County School District e-mail address and a listserv that allows HS and district management to share news about upcoming events, introduce changes in policy and celebrate the good news from staff and parents. The HS Director provides an in-person update of the program's progress at those occasions where all staff are present, such as the annual pre-service and at least two other all-staff training sessions during the year. HS Management Team meetings are also held monthly at staff meetings.

The Gadsden County School District maintains a web site ([www.gcps.K12.fl.us](http://www.gcps.K12.fl.us)) and a Facebook page where information about HS services is easily and readily available to the public. The Annual HS Report, with the elements required by the HS Act, is available on the web site. Gadsden County HS staff are encouraged to use the web site as a way to access district-wide and HS-specific information. Parents can access district and HS information from the web site as well. HS Management staff are active members of community groups and Task Forces. They use the meetings and events to keep their colleagues updated about Gadsden County HS accomplishments, activities and progress.

As noted throughout this proposal, Gadsden County HS is committed to provide comprehensive services to 259 Head Start children and their families in Gadsden County Florida. The School Board, Policy Council and Gadsden County HS staff look forward to continuing our service to low-income young children and their families.

### **Section 7: Budget and Budget Justification**

Gadsden County School Board believes that each employee contributes directly to the District's Head Start program's mission "to ensure that all children participating in the Gadsden County Head Start Program enter school emotionally, physically, socially, and intellectually ready to learn; fully recognizing the crucial role of the parents as the child's primary teacher" The Gadsden County School Board is committed to hiring and maintaining highly qualified and educated staff to ensure our classrooms are accredited and recognized nationally. Our salaries are in line with the latest wage comparability study completed by the Florida Head Start Association.



Gadsden County School Board has found that offering a comprehensive and generous benefit package to employees, has been most helpful when trying to recruit and retain qualified staff. Employer healthcare costs (and group insurance premiums) have been steadily increasing for the past ten years at a rate 3-4 higher than that of general inflation. Gadsden County School Board has remained committed to assisting staff with the cost of medical premiums. All employee basic dental premiums are paid by the School Board. Fringe benefits, including all applicable taxes, workman's compensation, insurance (health, dental, disability and life), and retirement contributions are approximately 29% of salaries.

	<u>Costs</u>	<u>Head Start</u>	<u>Prekindergarten</u>
FICA, Medicare (7.65%)	114,508	97,332	17,176
Health, Life, Dental	188,643	160,347	28,296
Retirement (8.26%)	123,639	105,093	18,546
Workman's Comp.(.51%)	7,634	6,489	1,145
<b>Total for Fringe Benefits</b>	<b>434,424</b>	<b>369,261</b>	<b>65,163</b>

**C. Travel                      \$10,000**

Staff will have opportunities to travel outside of their home environment to further develop their professional skills. By attending out of state conferences and trainings, staff will be afforded opportunities to network with other colleagues. Professional development is essential aspect of a program of quality.

<b>Conference</b>	<b># of Trips</b>	<b># of Days</b>	<b>#of Staff</b>	<b>Location</b>	<b>Cost</b>
National HS	1	4	6	Washington, DC	5,064
National Black Child	1	4	4	Dallas, TX	3,376
NAEYC	1	3	2	Atlanta, GA	<u>1,560</u>
<b>Total Travel</b>					<b>\$10,000</b>

**D. Equipment                      \$0**

**E. Supplies                    \$70,425**

Supplies are necessary and essential to the operations of the program. Office supplies include computers and office supplies for programmatic staff (those who are not directly in the classroom). Food service supplies are sundry items used by the food service staff at the centers and community sites to prepare and package meals. Items may include utensils, storage containers, food trays, cambros (used to transport meals), and small kitchen appliances. Program supplies are items used in the classroom to ensure all children are given the opportunity to participate fully in the program. Program supplies include, but are not limited to curriculum, child furniture, manipulatives, puzzles, books, mats, cots, pull-ups, wipes, and consumable activity supplies like glue, paper, crayons, markers, paint, etc. that are required to fulfill the school readiness goals of the program. Custodial supplies are also needed for cleaning purposes.

	<u>Cost</u>	<u>Head Start</u>
Program/Classroom Supplies	43,925	43,925
Office Supplies/Copier Paper	5,000	5,000
Custodial Supplies	3,600	3,600
Computer Hardware/Ink	6,400	6,400
Food Service Supplies	<u>11,500</u>	<u>11,500</u>
<b>Total Supplies</b>	<b>70,425</b>	<b>70,425</b>

**F. Contractual                    \$86,799**

The contractual line item reflects costs associated with Head Start professional services, such as temporary help, playground maintenance, food delivery, technology installation and updates, interpretation services, and maintenance of grounds. Contractual funds may also be used for medical, dental, and disabilities screenings. These funds would be of last resort if donations or Medicaid did not defray these costs. In addition, to promote and encourage community partnerships, the school board will partner with local licensed child care centers to accommodate Head Start children in their facilities. This will provide the opportunity for families to receive

full-year full-day services. Children and families will also be provided full-day services at one of the school board's community center.

	<u>Cost</u>	<u>Head Start</u>
Health/Dental Evaluations	2,500	2,500
Therapy/Speech/OT/PT	4,000	4,000
Food Service/Registered Dietician	10,311	10,311
Classroom/Playground Maintenance	24,000	24,000
Technology Installation/Updates	9,088	9,088
Interpretation Services	11,000	11,000
Program Compliance/Consultant	4,000	4,000
Grounds Maintenance/Office/Centers	<u>21,900</u>	<u>21,900</u>
<b>Total Contractual</b>	<b>86,799</b>	<b>86,799</b>

**G. Construction** **\$0**

**H. Other** **\$145,465**

The other line item budget category reflects building occupancy costs to include utilities, building maintenance, garbage, telephone, postage, etc. Parent services are the costs associated with parental involvement projects that provide family education, training, outings. Projects include, but are not limited to policy and advisory council meetings.

Publication/printing is also included in the other line item category. This is the cost of printing information for families, creating public awareness of the program and the cost for the program related publication subscriptions for the centers and staff.

Staff Development costs are also a part of this line item. Throughout the year, staff have numerous opportunities to attend local trainings, seminars, in-service, CPR/First Aid classes, medication administration training, preschool state standards training, updates for state's child care regulations, and etc. Tuition assistance is provided only if the state funded tuition program (TEACH) is not available to staff.

Nutrition or food costs are costs associated with providing and serving meals on school campuses and at the centers. Nutritional well balanced meals are provided to all children and

staff. Parents may also receive meals if they are present in the classroom during meal service, or on fieldtrips. USDA reimbursements to the school district will cover the majority of the cost for the children’s meals. Teachers and classroom staff are encouraged to eat with the students in as close as possible to a family-style environment. The costs for classroom staff and parent meals are considered a part of the overall operational expenditures and help to ensure we are achieving nutritional school readiness goals.

The other budget line item includes cost for classroom substitutes. We are mandated to staff classrooms with two paid adults at all times. When a member of the teaching team is absent, then a qualified substitute will be placed in that classroom to ensure all regulations are followed.

Local travel is mileage that is reimbursable to staff for travel to program sites, which are the centers, main office and home visits. Although transportation services are provided by the Gadsden County School Board transportation department, Head Start will provide fuel for the one bus that transports only Head Start children. Gas will also be provided for van that transports food to centers in the community

Field trips for children and families are costs that are included in the other budget line item. Children and families will be provided numerous opportunities to participate in field trips in the county and in surrounding counties. Field trips will include, but not limited to the following: Museum of History and Science, Challenger Learning Center, Happy Trails Farm, Gulf Specimen Marine Lab, and Theater performances by local high schools.

	<u>Cost</u>	<u>Head Start</u>
Utilities/Telephone/Garbage	21,465	21,465
Gas/Diesel	6,000	6,000
Custodial Services/Maintenance	8,500	8,500
Membership	3,685	3,685
Local Travel	22,000	22,000
Food Costs/Nutrition Services	16,500	16,500
Substitutes/Temporary Help	29,522	29,522

Training/Staff Development	4,000	4,000
Field Trips	13,593	13,593
Parent Services/Policy/Male Involvement	<u>20,200</u>	<u>20,200</u>
<b>Total for Other</b>	<b>145,465</b>	<b>145,465</b>

**I. Indirect Cost                      \$122,559**

Gadsden County School Board has a state approved Indirect Cost Rate of 5.62. This rate is valid for the period of July 1, 2018 thru June 30, 2019. The rate covers the cost of the following: annual audit, accounting, human resources, information technology and administrative functions. Common cost, such as communication (telephones, internet, and cell phone) and clerical for the administration building are all a part of indirect costs.

	<u>Cost</u>	<u>Head Start</u>
Indirect Cost/Administrative	<u>122,559</u>	<u>122,559</u>
<b>Total Indirect Cost</b>	<b>122,559</b>	<b>122,559</b>

<b>Total All Charges (Program Operation)</b>	<b>\$2,154,226</b>
<b>Total (Training and Technical Assistance)</b>	<b>\$26,542</b>
<b>GRAND TOTAL:</b>	<b>\$2,180,768</b>

**Non-Federal Share                      \$545,192**

Equally planned, based upon the historical and extensive relationship with the Gadsden County School Board are the source of Non-Federal Share services used to support the school readiness goals of the Gadsden County School Board.

**Personnel:    Program Design and Management:**

<b>Salaries/Benefits</b>	
School Site Administrators (Principals, Assistant Principals)	68,721
School Site Data Entry	9,387
School Site Clerical Support	12,124
School Site Custodial Services	<u>11,296</u>
<b>Total Personnel</b>	<b>\$101,528</b>



Head Start classrooms are located on elementary school campuses. The Head Start Program receive all of the services provided to the school. Principals and Assistant Principals are responsible for observing Head Start teaching teams and having input into the evaluation process. The Data Entry Clerk, Secretary and Custodial staff all serve the Head Start Program free of charge. Non-Federal share amount is calculated by taking a percentage of the school staff salaries and benefits. The percentage rate is determined by the number of Head Start children as compared to the entire student population.

**Transportation:**

	<u># of children</u>	<u>Cost per Child</u>
Children’s Transportation	172	382
Children’s Transportation		<u>65,704</u>
<b>Total Travel</b>		<b>\$65,704</b>

Transportation is provided by the Gadsden County School Board to all Head Start children who attend class on school campuses. Children are afforded the opportunity to ride the school district’s buses to and from school free of charge. As an existing grantee, the estimation number of children being transported by school bus is an average, based on the last three years of data. The cost per child is from the Department of Education.

<b><u>Volunteers:</u></b>	<u># of Vol.</u>	<u># of Hours</u>	<u>Rate</u>	<u>Value</u>
Parents, Community Members	253	2000	8.25	<u>16,500</u>
<b>Total Volunteers</b>				<b>\$16,500</b>

As an existing grantee, the estimation of donation of time is based upon documented donation averages for the past three years from parents and community volunteers. The rate is based on the minimum wage for the state of Florida.

**State Voluntary Prekindergarten Program**

	<b><u># of Children</u></b>	<b><u>Cost</u></b>	<b><u>Value</u></b>
VPK Program of Florida	155	2,332	<u>361,460</u>
<b>Total</b>			<b>\$361,460</b>

The State Voluntary Prekindergarten Program (VPK) is available to all four-year-old children who are four by September 1 of the current school year and reside in the state of Florida. The VPK has allowed the Gadsden School Board to serve additional children in Head Start.

<b>Total Non-Federal Share from Gadsden County School Board:</b>	<b>\$183,732</b>
<b>Total Non-Federal Share from State:</b>	<b><u>\$361,460</u></b>
<b><u>Grand Total:</u></b>	<b><u>\$545,192</u></b>

**TRAINING AND TECHNICAL ASSISTANCE**

<b>Line Item</b>	<b>Description</b>	<b>Costs</b>
Travel	see details below	16,925
Contractual	Consultant Fees	7,300
Supplies	Training Materials	<u>2,317</u>
<b>Total Budget</b>		<b>\$26,542</b>

**Travel**                      **\$16,925**

Out of town travel costs are costs such as per diem, airline transportation, hotel reservations, mileage, car rental, etc. that are associated with staff development, training and technical assistance, conferences, located outside of Gadsden County. These trainings are held in many different cities across the United States. The destinations for National HS conferences change from year to year. There are numerous conferences and trainings held in Atlanta, Georgia in conjunction with the Regional Office, where the Region IV office is based. There are other various trainings such as Florida Association for the Education of Young Children (FLAEYC), Florida Head Start Association annual training, and CLASS trainings throughout the state of

Florida. Depending on staff, organization’s events, and availability, the district will try to ensure that the director, managers, staff, parents, and board members are provided the opportunity to attend conferences. Attendance will be based on the topics offered at the conference.

<b>Conference</b>	<b># of Trips</b>	<b># of Days</b>	<b># of Staff</b>	<b>Location</b>	<b>Cost</b>
Florida Head Start	1	4	6	Orlando, FL	2,450
FLAEYC	1	3	4	Orlando, FL	2,300
Region IV-Annual	1	4	4	Atlanta, GA	3,200
Region IV-Leadership	1	4	3	Atlanta, GA	2,650
One Goal	1	3	2	Tampa, FL	1,500
FL HS -Parent Conf.	1	4	7	Tampa, FL	<u>4,825</u>
<b>Total Travel</b>					<b>\$16,925</b>

**Contractual                    \$7300**

Although out of town trainings are offered throughout the year, there will be times when it’s necessary to provide on-site trainings. These trainings, such as various local trainings offered by other agencies, seminars, first aid/CPR classes, updates for state standards and regulations are necessary to operate an effective and quality program.

**Contractual Costs**

Mental Health Trainings	3,000
CLASS Trainings	600
ChildPlus Trainings	2,500
Creative Curriculum Training	<u>1,200</u>
<b>Total Contractual</b>	<b>\$7,300</b>

**Supplies                    \$2,317**

These funds will be used to purchase needed supplies to be used during trainings or in-service days. Supplies could include training materials for CLASS trainings, curriculum materials, and classroom materials to assist with state mandated requirements.

	<u>Supplies Cost</u>	
Program/Classroom Supplies		<u>2,317</u>
<b>Total Supplies</b>	<b>\$2,317</b>	
<b><u>Total Training and Technical Assistance</u></b>		<b>\$26,542</b>

**Appendices as follows:**

Table 1 – Request for Enrollment Slots, Locations of Centers, Accreditation, Hours of Operations, and Map of Gadsden County

Table 2 – School Readiness Goals and Objectives

Table 3- Health Advisory Members

Table 4- Class Data for Three Years

Table 5- Child Outcome Comparison Data

Table 6- Community Partners and Providers

Table 7- Policy Council Members

Table 1: Gadsden County HS Request for Enrollment Slots and Location of Centers

<b>Name and Location of Centers</b>	<b>Accreditation</b>	<b>HS Enrollment Slots</b>	<b>Model of Operation: Center Based</b>	<b>Hours of Operation</b>
Chattahoochee Elementary School 335 Maple Street Chattahoochee, FL	AdvancED Accredited formerly SAC Accreditation	18	5 days per week 180 days per year 6.5 hours per day	8:40 a.m. – 3:40 p.m.
Greensboro Elementary School 559 Greensboro Hwy Quincy, FL	AdvancED Accredited	48	5 days per week 180 days per year 6.5 hours per day	8:40 a.m. – 3:40 p.m.
George W. Munroe Elementary School 1830 W. King Street Quincy, FL	AdvancED Accredited	36	5 days per week 180 days per year 6.5 hours per day	8:40 a.m. – 3:40 p.m.
Stewart Street Elementary School 749 S. Stewart Street Quincy, FL	AdvancED Accredited	52	5 days per week 180 days per year 6.5 hours per day	8:40 a.m. – 3:40 p.m.
Havana Magnet School 1201 Kemp Road Havana, FL	AdvancED Accredited	53	5 days per week 180 days per year 6.5 hours per day	8:45 a.m. – 3:45 p.m.
Midway Head Start 88 MLK Blvd Midway, FL	AdvancED Accredited	20	5 days per week 180 days per year 6.5 hours per day	8:00 a.m. – 3:00 p.m.

Quincy Area 3's Center 35 MLK Blvd Quincy, FL	AdvancED Accredited	32	5 days per week 180 days per year 10 hours per day	7:00 a.m. – 5:00 p.m.
Total		259 HS Children to be served		

**Map of Gadsden County, Florida**

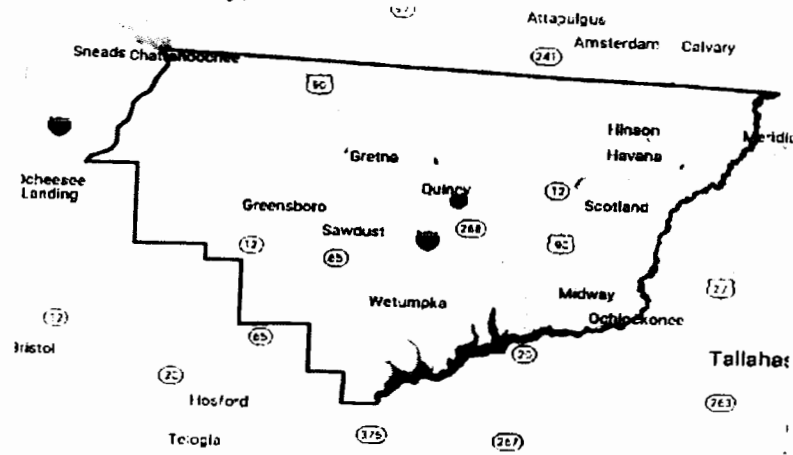


Table 2: Gadsden County HS School Readiness Goals and Objectives

<b>Domain</b>	<b>School Readiness Goals</b>
Physical Well Being and Motor Development	<ul style="list-style-type: none"> <li>• Children will perform locomotor and nonlocomotory skills.</li> <li>• Children will demonstrate an increasing ability to use hands and fingers to perform tasks.</li> <li>• Children will engage independently in a number of self-help skills.</li> <li>• Children will begin to independently make choices that promote a healthy lifestyle.</li> </ul>
Approaches to Learning	<ul style="list-style-type: none"> <li>• Children will show eagerness and curiosity as a learner.</li> <li>• Children will focus attention on a task over a period of time.</li> <li>• Children will choose both new and familiar classroom activities.</li> </ul>
Social and Emotional Development	<ul style="list-style-type: none"> <li>• Children will show an understanding of social skills essential to interacting with others.</li> <li>• Children will demonstrate the ability to understand and follow rules.</li> <li>• Children will show an increasing ability to self-regulate by expressing feelings, needs and desires in an appropriate way.</li> <li>• Children will demonstrate an age-appropriate ability to manage transitions and adapt to change.</li> </ul>
Language and Literacy	<ul style="list-style-type: none"> <li>• Children will display the ability to use grammar with an increasing complex vocabulary.</li> <li>• Children will demonstrate an increasing knowledge of letters, sounds, and phonological awareness.</li> <li>• Children will demonstrate age-appropriate uses of shapes, symbols, letters, and words to convey meaning.</li> <li>• Children will show an increasing interest in and knowledge about books and reading.</li> <li>• Children will show progress in listening to, understanding and speaking English for non-English speaking students.</li> </ul>

Cognitive and General Knowledge	<ul style="list-style-type: none"> <li>• Children will demonstrate an understanding o mathematics by recognizing numerals, rote counting, counting objects and solving mathematical problems.</li> <li>• Children will distinguish between similarities and differences and classify using a specific criterion.</li> <li>• Children will exhibit curiosity about the world by asking questions, making predictions and using tools and instruments to gather information.</li> <li>• Children will show an understanding of positional words physically and verbally,</li> </ul>
<b>School Readiness Objectives</b>	
<p>Maintaining classrooms that promote skills education and guidance:</p> <ul style="list-style-type: none"> <li>• Each child will make at least one year’s gain in the Personal/Social Domain of the LAP Assessment by the end of the school year.</li> </ul>	
<p>Maintaining classrooms that promote independent daily living skills:</p> <ul style="list-style-type: none"> <li>• Each child will make at least one year’s gain in the Self-Help domain of the LAP Assessment by the end of the school year.</li> </ul>	
<p>Maintaining classrooms that support how children learn:</p> <ul style="list-style-type: none"> <li>• Ongoing Monitoring Checklists will be completed during weekly classroom visits.</li> <li>• Classroom Environment Checklists will be completed 1-2 times per year.</li> <li>• CLASS observations will be completed annually with each classroom achieving six or above in the Emotional Support Domain.</li> </ul>	
<p>Maintaining classrooms that promote physical development:</p> <ul style="list-style-type: none"> <li>• Each child will make at least one year’s gain on the Gross and Fine Motor domain of the LAP Assessment by the end of the school year.</li> </ul>	
<p>Maintaining classrooms that support literacy and language development:</p> <ul style="list-style-type: none"> <li>• Each child will make at least one year’s gains on the Prewriting, Cognitive and Language domains of the LAP Assessment by the end of the school year.</li> <li>• Each DLL child will show progress in English acquisition as documented in the LAP Observation Checklist for Preschool Dual Language Learners after each assessment.</li> </ul>	



- Each 4-year-old child will achieve a score of 70% or higher and each 3-year-old child will achieve a score of 50% or higher on the Individual Student Achievement by the end of the school year.
- Each 4-year-old child show progress in each section of the VPK assessment by the third administration.
- Each classroom will score an average in the mid-range level of the Instructional Support Domain of the CLASS observation.

Table 3: Gadsden County HS Health Advisory Members

<b>HSAC Member Name</b>	<b>Member Provider/Organization</b>	<b>Position</b>	<b>Profession</b>
Colleen Williams	Early Head Start	Mental Health Consultant	Consultant
Barbara Brown	Policy Council	Chairperson	Parent
Sharon Thomas	Gadsden School District	ESE Director	Director
Nikki Cole	Early Head Start	Health Specialist	Specialist
Kecia Hills	HIPPY	Coordinator	Early Childhood
LaQuitta Robinson	Gadsden School District	Teacher	Early Childhood
Dedric Streeter	Early Learning Coalition	School Readiness Officer	School Readiness
Sonji West	Extension Office	Assistant	Family and Consumer Science
Carolyn Harden	Gadsden School District	Director	Educational Leadership
NiAra Randolh	Gadsden School District	Coordinator	Health/Mental Health
Christa Jackson	Gadsden School District	Program Assistant	Voluntary Pre-k
Cynthia riley	Gadsden School district	Education Coordinator	Early Childhood
LaKysha Perkins	Gadsden School District	Family Services Coordinator	Social Work
Alexander Powell	Policy Council	Parent	Parent
Audrey Lewis	Gadsden School Board	Board Member	Speech Pathology/Parent Services
Katanga Hughes	Gadsden School District	Resource Teacher	Early Childhood
Sharon Gainous	Gadsden School District	Resource Teacher	Early Childhood
Natasha Richardson	Gadsden School District	Resource Teacher	Early Childhood

Table 4: Gadsden County CLASS data for three years

CLASS Domains	2015-16 Gadsden County Averages	2016-17 Gadsden County Averages	2017-18 Gadsden County Averages	2017 OHS Monitorin g CLASS Scores	2017 National Average s	2017 National Lowest 10%
Emotional Support	6.7	6.5	6.5	5.2679	6.07	5.7024
Classroom Organization	6.56	6.9	6.45	5.0595	5.83	5.3264
Instructional Support	4.33	3.88	4.9	2.5714	3.00	2.3095

Table 5: Gadsden County HS Child Outcome Comparison Data

Percentage of number of students on or above skill level

<b>Domains</b>	<b>Fall 2015- 16</b>	<b>Spring 2015- 16</b>	<b>Gains 2015- 16</b>	<b>Fall 2016- 17</b>	<b>Spring 2016- 17</b>	<b>Gains 2016- 17</b>	<b>Fall 2017- 18</b>	<b>Spring 2017- 18</b>	<b>Gains 2017- 18</b>
Social Emotional Development	51%	94%	43%	60%	93%	33%	50%	87%	37%
Physical Dev. & Health	49%	94%	45%	56%	88%	32%	47%	83%	36%
Approaches to Learning	34%	70%	36%	50%	75%	25%	41%	75%	24%
Language Development	39%	76%	37%	38%	67%	29%	34%	64%	30%
Literacy and Knowledge	24%	62%	38%	34%	65%	31%	33%	62%	29%
Mathematics	32%	91%	59%	31%	63%	32%	33%	66%	33%
Science	29%	72%	43%	34%	66%	32%	43%	74%	21%
Creative Arts	38%	86%	48%	43%	75%	32%	46%	77%	31%

Table 6: Gadsden County HS Community Partners and Providers

<b>Name of Provider</b>	<b>Type of Provider or Service</b>	<b>HS Content Area</b>
Florida A & M University; Florida State University and Tallahassee Community College	Interns	Program Management
Ger & Lee Attorneys at Law	Donation of books, clothes, etc.	Program Management
Piggly Wiggly Food for Less	Groceries	Program Management
Early Head Start	Shared Professional Development	Program Management
Children’s Forum	Tuition and scholarship	Program Management
Big Bend Transportation	Free or reduced-price transportation	Program Management
PAEC – Panhandle Area Education Consortium	Recordkeeping	Program Management
Early Learning Coalition	Professional Development	Education
HIPPY USA	Early Childhood Language	Education
Wee Read	Volunteers and books for classrooms	Education
PAEC Migrant Program	Interpretation	Education
Gadsden County Exceptional Student Education	Screenings, Classroom support	Education & Disabilities
Florida Diagnostic Learning and Resource Center	Child Find	Education & Disabilities
Gadsden County School District	Part B provider	Disabilities

<b>Name of Provider</b>	<b>Type of Provider or Service</b>	<b>HS Content Area</b>
Children's Home Society	Screenings, Assessment	Education and Health
Gadsden County Extension Office	Training	Health
Focus First	Vision Screenings	Health
Gadsden County Health Department	Medical, Dental, Health Education, WIC, Immunizations, Lead and Hemoglobin Screenings and WIC	Health
Jessie Furlow Medical Center	Dental, Healthcare	Health
Liberty County Health Care Inc.	Dental, Healthcare	Health
Dr. Nicholas Gregg, Dentist	Dental	Health
Smiles Unlimited Mobile Dental Unit	Dental	Health
Gadsden County Homeless Coalition	Basic Need, shelter, rent, utilities	Family and Community
Refuge House	Domestic Violence	Family
First Presbyterian Church	Food bank	Family
Gadsden Technical Institute	GED, Adult Education	Family
Career Source	Job training	Family
Literacy Center Inc.	GED, Adult Education	Family
Public Library	Storytelling, book mobile, literacy services	Family
Gadsden County Schools Parent Services	Parent Resource Community information brochures	Family
Department of Children and Families	SNAP, TANF benefits, Parent information	Family
Brehon Institute	Pregnant women support services	Family
Capital Area Community Action	Help with rent, utilities, Getting Ahead Program (tuition, gas and childcare)	Family
Catholic Social Services	Housing, Food, Clothing, Emergency resources	Family

Table 7: 2018-19 Gadsden County HS Policy Council Members

<b>Policy Council Member Name</b>	<b>Parent or Community Representative</b>	<b>Site to be Represented</b>	<b>Community Representative Agency/Entity</b>
Maranda Marlowe	Parent Representative	Chattahoochee	
Jessica Woodard	Parent Co-Representative	Chattahoochee	
Kerrisha Harris	Parent Representative	George W Munroe	
Valery Walker	Parent Co-Representative	George W Munroe	
Chandra Ruiz Martinez	Parent Representative	Havana Magnet	
Youri Chapman	Parent Co-Representative	Havana Magnet	
Laterika Williams	Parent Representative	Greensboro	
Naka Germany	Parent Co-Representative	Greensboro	
Tykiria Graham	Parent Representative	Midway	
LaRhonda Holmes	Parent Co-Representative	Midway	
Alondra Williams	Parent Representative	Quincy Area 3's	
LaKernie Holloway	Parent Co-Representative	Quincy Area 3's	
Shameka Collins	Parent Representative	Stewart Street	
Charles Robert Jr.	Parent Co-Representative	Stewart Street	
Lucianna Brown	Community Representative		Parent Resource Specialist
Anne Robinson	Community Representative		Community Action Program
Alexander Powell	Community Representative		Past Parent
Frieda Houston	Community Representative		Past Parent
Evonski Williams	Community Representative		Past Parent
Deitric Brewington	Community Representative		Past Parent
Fabiola Garcia	Community Representative		PAEC Program



**United States Senate**  
WASHINGTON, DC 20510-0905

BILL NELSON  
FLORIDA

October 1, 2018

Ms. Ann Linehan, Acting Director  
Office of Head Start  
Administration for Children and Families  
330 C Street, Southwest, 4th Floor  
Washington, District of Columbia 20201

**RE: Gadsden County School District - HHS/ACF - Head Start**

Dear Ms. Linehan:

I am pleased to provide this letter in support of Gadsden County School District's efforts to obtain a Head Start grant. The goal of their proposed project is to continue to support and assist parents in their role as their child's primary teacher by providing a safe and supportive environment for learning. I respectfully request your consideration of this organization's application for federal funding.

Located in the Big Bend region of northwest Florida, Gadsden County is a rural area centered around six communities with a population totaling 46,071. If funded, they seek to continue to ensure that all children who participate in the Head Start/Pre-K program enter school emotionally, physically, socially and intellectually ready to learn; fully recognizing the crucial role of the parents as the child's primary teacher. Additionally, they seek to provide opportunities for active learning, so that the children may develop self-confidence, initiative, curiosity and resourcefulness to serve them well in school and later in life.

Again, I encourage your consideration of this worthy cause. If I can be of further assistance in this matter, please do not hesitate to contact me at the address below.

Sincerely,  
A handwritten signature in black ink that reads "Bill Nelson".

BN/jm

CC: Ms. Mary Louise Hester, Regional Director, U. S. Senator Bill Nelson





# Florida House of Representatives

Representative Ramon Alexander  
District 8

Committee:  
Judiciary

Subcommittees:  
Careers & Competition  
Criminal Justice  
Higher Education Appropriations  
Post-Secondary Education

October 15, 2018

Ms. Carolyn Harden  
Gadsden County Schools Head Start PreK  
35 Martin Luther King Boulevard  
Quincy, Florida 32351

RE: Grant Funding Request for the Head Start

Dear Ms. Harden:

This letter comes in support of the Gadsden County School Board Head Start Program in their efforts to secure funding from the Department of Health and Human Services/Administration for Children and Families/Office of Head Start to provide high quality early childhood and family services throughout Gadsden County.

For over three decades the Head Start Program in Gadsden County has done an excellent job of engaging each child's parent in their role as the lifelong teacher of their child, and has demonstrated the ability of providing parents with a broad range of leadership opportunities. Children who participate in the Gadsden County School Board Head Start Program develop proficient language skills, exhibit strong social skills, and are well prepared for kindergarten.

As State Representative of House District 8, I am in full support of the Gadsden County School Board Head Start Program's efforts to continue providing much needed early childhood and family services in my district. Should you have any questions, please feel free to reach out to my office. Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Ramon Alexander".

Representative Ramon Alexander



**HIPPY GADSDEN**  
*Home Instruction for Parents of Preschool Youngsters*  
**Kecia Hills, Program Coordinator**  
**35 MLK Jr. Boulevard**  
**Quincy, FL 32351**  
**OFFICE: (850) 627-9651**  
**FAX: (850) 627-2760**

Dear Sir or Madam:

On behalf of HIPPY Gadsden, I am writing to strongly support the Gadsden County Head Start/Pre-k Program's efforts to secure funding from the Department of Health and Human Services/Administration for Children and Families/Office of Head Start to provide high quality early childhood and family services throughout Gadsden County.

Gadsden County Head Start/Pre-k has been a pillar in the early childhood community for 33 years. Children who participate in Gadsden County Head Start/Pre-k programs develop proficient language skills, exhibit strong social skills, and are well prepared for kindergarten. This program does an outstanding job in engaging each child's parent in, not only their role as the lifelong teacher of their child, but as their child's first teacher. This program also provides parents with a broad range of leadership opportunities to include volunteering and mentorship as well as employment opportunities within the Gadsden County Head Start Program.

HIPPY Gadsden, has collaborated with Gadsden Head Start/Pre-k to support families who qualify for preschool services. Our programs have shared data to facilitate the dissemination of information and the delivery of services to families throughout Gadsden County's communities. We partner on various advisory councils to share information regarding the needs and appropriate provision of services to families within Gadsden's various communities.

As the Coordinator for HIPPY Gadsden, I fully support Gadsden County Head Start/Pre-k and its endeavors to provide much needed, quality care and services to the families of Gadsden County.

Should you have questions or additional information is needed, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Kecia Hills".

Kecia Hills  
HIPPY Gadsden



# FSU Early Head Start Program

## Serving Gadsden County



Florida State University  
Center for Prevention and Early Intervention Policy  
1339 East Lafayette St., Tallahassee, FL 32301

October 3, 2018

To whom it may concern:

I am writing on behalf of the Florida State University Early Head Start Program to strongly support Gadsden County School Board Head Start Program's efforts to secure continued funding from the Department of Health and Human Services, Administration for Children and Families, Office of Head Start to provide high quality early childhood and family services throughout Gadsden County, Florida.

The Gadsden County School Board Head Start Program has been a pillar in the early childhood community for 33 years. Children who participate in the Gadsden County School Board Head Start Program develop proficient language skills, exhibit strong social skills, and are well prepared for kindergarten. The Gadsden County School Board Head Start Program has done an excellent job of engaging each child's parent in their role as the lifelong teacher of their child, and has demonstrated the ability of providing parents with a broad range of leadership opportunities. Due to its extensive experience and exceptional management systems, the Gadsden County School Board Head Start Program is the most qualified entity within Gadsden County to operate a Head Start program.

As the federally funded Early Head Start grantee providing birth to three comprehensive services in the same service area as the Gadsden County School Board Head Start Program for the past 22 years, we have had the pleasure of collaborating to ensure children still eligible for services are successful as they transition from Early Head Start to Head Start. We support each other as Office of Head Start grantees in several ways as described in a memorandum of agreement between our programs. Both the FSU Early Head Start Program and Gadsden County School Board Head Start Program work together within two larger interagency community collaborative groups to improve the service provision and transition experience for children receiving Part C early intervention services, and children and families participating in the maternal, infant, and early childhood home visiting system of care.

As the Early Head Start Director, I am in full support of the Gadsden County School Board Head Start Program efforts to continue providing much needed early childhood and family services and will continue to partner with the Gadsden County School Board Head Start Program to ensure quality services are available to children and families in our community. If I can answer any questions or provide additional information, please do not hesitate to contact me at (850) 922-1330 or [jmcdougal@fsu.edu](mailto:jmcdougal@fsu.edu).

Sincerely,

Julie May McDougal, LCSW  
Director, FSU Early Head Start Program  
FSU Center for Prevention & Early Intervention Policy

**GADSDEN INTERCHANGE**

P. O Box 1462  
Quincy, FL 32353

October 1, 2018

Dept. of Health and Human Services/Office of Head Start

RE: Head Start 5 Year Funding Opportunity

Dear Friends:

On behalf of Wee Read Gadsden, a project of Gadsden Interchange, a local non profit organization, I am pleased to offer our support for the Gadsden County School Board Head Start Program's efforts to secure funding. The Wee Read project recognizes the importance of developing strong reading skills as a part of the early childhood learning process. The ability to read effectively forms the foundation for later learning.

Wee Read Gadsden has partnered with the Gadsden County School District to support additional learning opportunities for preschool children, particularly in the area of reading. We worked together this past July to offer a four week summer camp for children who would be entering kindergarten in August, and who had not been in a structured educational situation. During the current school year we will be distributing books to all Gadsden County children enrolled in Head Start/PreK and Kindergarten, and will be providing volunteers to support reading activities.

For many years the Gadsden County School Board Head Start Program has offered outstanding educational services for the children of our county. We feel strongly that it is the best agency to operate the Head Start Program.

Sincerely,



Stewart Parsons  
Chairman

Dear Ms. Carolyn Harden: Head Start/Pre-K Program Director

On behalf of Gadsden County Extension Service, I am writing to strongly support Gadsden County School Board Head Start Program efforts to secure funding from the Department of Health and Human Services/Administration for Children and Families/Office of Head Start to provide high quality early childhood and family services throughout Gadsden County.

The Gadsden County School Board Head Start Program has been a pillar in the early childhood community for 33 years. Children who participate in the Gadsden County School Board Head Start Program develop proficient language skills, exhibit strong social skills, and are well prepared for kindergarten. The Gadsden County School Board Head Start Program has done an excellent job of engaging each child's parent in their role as the lifelong teacher of their child, and has demonstrated the ability of providing parents with a broad range of leadership opportunities.

Through its extensive experience and exceptional management systems, the Gadsden County School Board Head Start Program is the best agency within Gadsden County to operate a Head Start program.

As the child care resource & referral agency for Gadsden County the past 33 years, we have had the pleasure of collaborating with the Gadsden County School Board Head Start Program to support the provision of care to all families that qualify for infant-toddler and preschool services. We have provided the Gadsden County School Board Head Start Program with data about the supply of child care, in order to assist their decision-making process when planning center locations and services. We have provided training and resources to their early education staff that helps them to support families using their services. We are partners on our Local Child Care Planning Council supporting families and children's child care needs in our county.

As the Family and Consumer Science Assistant, I am in full support of the Gadsden County School Board Head Start Program efforts to continue providing much needed early childhood and family services and will continue to partner with the Gadsden County School Board Head Start Program to ensure quality services are available to children and families in our community. If I can answer any questions or provide additional information, please do not hesitate to contact me.

Sonji West



FCS Assistant



September 27, 2018

Carolyn Harden, Director  
Gadsden County School Board Head Start Program  
35 Martin Luther King Jr. Blvd  
Quincy, FL 32351

**Chief Executive Officer**  
Matt Guse

**Executive Committee**  
Monesia T. Brown  
*Chair*

Tara Orłowski  
*Vice Chair*

Natasha Simon  
*Secretary*

Eddie Gonzalez Loumiet  
*Treasurer*

**Board Members**

- Lance Anderson
- Josh Aubuchon
- Kim Barnhill
- Chris Wade
- Christian Caballero
- Kelley Dettmer
- Carolyn Harden
- Allyce Heflin
- Miatta Jalaber
- Dr. Luisa Martin-Humes
- Jim McShane
- Kristin Olson
- Zana Raybon
- John Selover
- Daniel Wagnon
- Tasha Weinstein
- Roger Milton

Dear Ms. Harden

On behalf of the Early Learning coalition of the Big Bend Region, I am writing to strongly support Gadsden County School Board Head Start Program efforts to secure funding from the Department of Health and Human Services/Administration for Children and Families/Office of Head Start to provide high quality early childhood and family services throughout Gadsden County.

The Gadsden County School Board Head Start Program has been a pillar in the early childhood community for 33 years. Children who participate in the Gadsden County School Board Head Start Program develop proficient language skills, exhibit strong social skills, and are well prepared for kindergarten. The Gadsden County School Board Head Start Program has done an excellent job of engaging each child's parent in their role as the lifelong teacher of their child, and has demonstrated the ability of providing parents with a broad range of leadership opportunities.

Through its extensive experience and exceptional management systems, the Gadsden County School Board Head Start Program is the best agency within Gadsden County to operate a Head Start program.

As the child care resource & referral agency for Gadsden County the past 15 years, we have had the pleasure of collaborating with the Gadsden County School Board Head Start Program to support the provision of care to all families that qualify for infant-toddler and preschool services. We have provided the Gadsden County School Board Head Start Program with data about the supply of child care, in order to assist their decision-making process when planning center locations and services. We have provided training and resources to their early education staff that helps them to support families using their services. We are partners on our Local Child Care Planning Council supporting families and children's child care needs in our county.

As the Executive Director, I am in full support of the Gadsden County School Board Head Start Program efforts to continue providing much needed early childhood and family services and will continue to partner with the Gadsden County School Board Head Start Program to ensure quality services are available to children and families in our community. If I can answer any questions or provide additional information, please do not hesitate to contact me.

Sincerely,

**Matt Guse**  
Chief Executive Officer  
Early Learning Coalition of the Big Bend Region, Inc.



# Bonnie Wood

401 Live Oak Lane West, Havana, Florida 32333  
850-459-0703 • woodb@gcpsmail.com

## OBJECTIVE

To achieve and maintain the financial stability of the agency.

## EDUCATION

**University of New Mexico – M.A. (Educational Administration)**  
Albuquerque, New Mexico 87131

**University of New Mexico – Teacher Certification  
(Business Education & English)**  
Albuquerque, New Mexico 87131

**Southern Methodist University – B.B.A. (Business Administration)**  
Dallas, Texas 75205

## EXPERIENCE

2017 – Present

### **Gadsden County School District Finance Director (2017-Present)**

- Serves as Chief Financial Officer for a public school district with 16 instructional sites and an annual budget of over \$60 million, including over \$10 million in federal grant expenditures
- Overseeing the development, monitoring and reporting all school district budgets and subsequent audits by the Office of the Auditor General
- Overseeing major successful accounting software conversion to Skyward in 2017
- Prepares and presents monthly in-depth reports for review and approval by the elected school board
- Regularly submits reports on the budget and the superintendent's annual report to the Florida Department of Education
- Responsible for compliance with all purchasing requirements of the State of Florida and federal grant administration and reporting property management
- Supervises nine personnel including payroll, accounting, food service and purchasing staff

### **University of North Georgia Academic Affairs Business Manager (2013-Present)**

- Serves as Business Manager for the University System of Georgia composed of 5 campuses and enrolls more than 18,000 students with an annual budget of over \$50 million
- Approves posting for and hiring of approximately 1,000 full-time and part-time faculty whose salaries form 80% of the departmental budgets in the 5 colleges
- Prepares budget amendments for the 9 budgets managed by the Provost
- Monitors all budgetary issues related to over 30 departmental budgets in Academic Affairs
- Supervises Faculty Records and is leading the conversion from hard copies of permanent files to electronic copies
- Plans and conducts annual staff development activities for over 50 support personnel
- Approves purchases for the Provost in accordance with applicable state and federal rules and regulations including policies promulgated by the University System of Georgia

### **Other Work Experiences**

**Gadsden County School District - Assistant Superintendent for Business & Finance (2006-2013)**  
**University of Florida – Financial Officer (2004-2006)**  
**Hodnett-Hurst Engineers, Inc. – Office Manager (1999-2004)**  
**Gadsden Independent School District – Business Manager (1997-1999)**  
**Wood & Associates – Financial and Marketing Consultant (1992-1997)**

## PROFESSIONAL AFFILIATIONS

- Florida School Finance Association

# Carolyn Harden

288 Geneva Circle, Quincy, Florida 32351  
850-627-3861 • hardenc@gcpsmail.com

## OBJECTIVE

To establish and maintain collaborative relationships within professional environments that foster commitments to the social, emotional, physical and educational growth of Head Start/Pre-kindergarten children and their families.

## EDUCATION

2003-2004

**Nova University – M.S. (Leadership & Supervision)**

3301 College Avenue

Fort Lauderdale, Florida 33314

1978-1982

**Florida A&M University – B.S. (Social Work)**

1700 Lee Hall Drive

304 Foote-Hilyer

Tallahassee, Florida 32307

## EXPERIENCE

1982 – Present

**Gadsden County Head Start/Pre-Kindergarten**

**Director (2005-Present)**

- Coordinate and supervise HS/Pre-K staff in implementing federal, state and local program mandates
- Oversee allocation and distribution of Program funding
- Attend federal, state and local conferences to ensure program integrity
- Collaborate with District's Superintendent and other administrative staff to successfully implement the program into the District's elementary schools
- Collaborate with community partners to promote and enhance program success

**Disabilities/Transition Coordinator (1997-2005)**

- Coordinated trainings to enhance the professional growth of HS/Pre-K staff
- Conducted regular meetings to determine classroom needs of staff and students with disabilities within the program
- Established positive relationships with the parents of children with disabilities enrolled in the program
- Assisted in recruitment and retention of certified and highly qualified staff
- Collaborated with other program staff to address the educational, behavioral and emotional growth of the students

**Other Work  
Experiences**

**Family Services Coordinator (1985-1997)**

**Paraprofessional (1982-1985)**

## PROFESSIONAL AFFILIATIONS

- National Head Start Association
- Region IV Head Start Association
- Florida Head Start Association
- Florida Association for the Education of Young children
- National Association for the Education of Young Children
- Florida A&M University Alumni Association



# Cynthia Hayes-Riley

1314 Timmons Road, Quincy, Florida 32352  
850-510-8132 • rileyc@gcpsmail.com

## OBJECTIVE

To establish an environment that supports the growth and development of social, emotional, physical, and educational well-being of young children.

## EDUCATION

**2018-Present**

**Grand Canyon University**  
3300 West Camelback Road  
Phoenix, Arizona 85017

**1979-1984**

**Bethune Cookman College – B.S. (Early Childhood/Elementary Education)**  
640 Dr. Mary McLeod Bethune Boulevard  
Daytona Beach, Florida 32114

**1978-1979**

**Tallahassee Community College (Management & Childcare Credential)**  
444 Appleyard Drive  
Tallahassee, Florida 32304

## EXPERIENCE

**1984 – Present**

**Gadsden County School District**  
**Gadsden County Head Start/Pre-Kindergarten Program**  
**Education/Disabilities Coordinator (2016-Present)**

- Coordinate and supervise Resource Teachers in implementing the program education plan according to federal and local mandates
- Conduct monthly meetings with Resource Teachers
- Collaborate with Principals and other district staff to promote the program success
- Coordinate trainings to enhance the professional growth of Head Start/Pre-Kindergarten staff
- Establish and collaborate with vendors in ordering materials and equipment needed to operate the program successfully
- Attend IEP meetings to determine placement of children with disabilities within the program
- Collaborate with other program staff to address the educational behavioral and emotional growth of the students
- Attend federal, state and local conferences to ensure program quality

**Resource Teacher (2013-2015)**

- Assist the Education Coordinator with activities, materials and instructions needed for teachers to follow
- Conduct classroom visits and observations to assure quality of care is provided according to Head Start Standards
- To assist teachers with maintaining a safe and secure learning environment

**Other Work Experiences**

**Gadsden County Character Education Program, Program Specialist (2009-2011)**  
**Gadsden County Head Start/Pre-Kindergarten Program, Resource Teacher (1997-2006)**  
**Chattahoochee Elementary School, First and Second Grade Teacher (1995-1997)**  
**Gadsden County Head Start/Pre-Kindergarten Program, Head Start Teacher (1985-1995)**  
**Chattahoochee Elementary School, First Grade Teacher (1984-1985)**

## PROFESSIONAL AFFILIATIONS

- National Head Start Association
- Region IV Head Start Association
- Florida Head Start Association
- Florida Association for the Education of Young children
- National Association for the Education of Young Children
- Member of Delta Sigma Theta Incorporated

# LaKysha Perkins

14 Christian Loop, Havana, Florida 32333  
850-933-3316 • kyshafrancis@hotmail.com

## OBJECTIVE

To provide dedicated comprehensive services to our families being served. While identifying the needs of each child and family while providing proper services to ensure successful outcomes. Also maintaining professional relationships and communications to foster a successful relationship between the home and Head Start Pre-K.

## EDUCATION

2013-2015

**Thomas University – B.S. (Social Work)**  
1501 Millpond Road  
Thomasville, Georgia 31792

2008-2012

**Tallahassee Community College – A.A. (General)**

2008-2011

**Tallahassee Community College – A.S. (Early Childhood)**  
444 Appleyard Drive  
Tallahassee, Florida 32304

## EXPERIENCE

2016 – Present

**Gadsden County Head Start/Pre-Kindergarten Program**

**Family Services Coordinator (2018-Present)**

- Conducted parent interviews to determine the needs of the children and their families
- Scheduled periodic visits to the homes of children enrolled in the program
- Maintained a database of children enrolled in the program and their families to include demographics, medical histories, educational attainment and work histories
- Coordinated family workshops to assist in addressing concerns and needs of the families
- Collaborated with community partners to provide needed services for enrolled children and their families

**HIPPY Coordinator (2016-2018)**

- Coordinate the daily operation of HIPPY (Home Instruction for Parents of Preschool Youngsters)
- Oversee progress of home visits and families
- Represent HIPPY in the Community for partnerships
- Recruit families and home visitors for the program in accordance with all guidelines
- Supervise staff of home visitors and provide on-going staff training/development
- Enters home visit progress, home visit scheduling, and relevant case documentation in the client file accurately

**Other Work Experiences**

**Gadsden County School District/East Gadsden High, Principal's Assistant (2012-2016)**  
**Florida Department of Highway Safety & Motor Vehicles (Division of Motorist Services)**  
*Call Center Staff*

1991-2016

**Florida Department of Revenue (Child Support Enforcement) Revenue Specialist II**  
**Florida Department of Community Affairs (Division of Community Planning) Records Technician**  
**Florida Department of Education (Division of Educators Certification) Records Technician**  
**Florida Department of State (Division of Corporation) Document Specialist**

## PROFESSIONAL AFFILIATIONS

- National Head Start Association
- Region IV Head Start Association
- Florida Head Start Association
- Florida Association for the Education of Young children
- National Association for the Education of Young Children
- Thomas University Alumni Association

# NiAra Randolph

82 Astor Avenue, Quincy, Florida 32352  
850-445-7910 • randolphn@gcpsmail.com

## OBJECTIVE

To achieve and maintain success in instructional practices/leadership and promote positive change in the lives of individuals. To assist people who desire and/or in need of health care, academic achievement, and life situations. To promote health and safety practices for the well-being of all children and families.

## EDUCATION

- 2014-2015**      **Grand Canyon University – M.S. (Leadership & Supervision)**  
3300 West Camelback Road  
Phoenix, Arizona 85017
- 2008-2013**      **Florida State University – B.S. (Family & Child Science)**  
**Florida State University – B.S. (Exercise Science)**  
Tallahassee, Florida 32306
- 2006-2008**      **Tallahassee Community College – A.A. (General Studies)**  
444 Appleyard Drive  
Tallahassee, Florida 32304

## EXPERIENCE

**2016 – Present**

### **Gadsden County Head Start/Pre-Kindergarten Program Health Services Coordinator (2016-Present)**

- Coordinate and implement health and safety policies/procedures for staff, children, and families based on federal and local mandates
- Conduct health advisory meetings with community partners
- Collaborate with parents and staff to promote healthy habits and maintain health records
- Attend trainings and conferences (state/local) to foster health services compliance and upkeep
- Coordinate all health-related programs, trainings, and best practices for HS/Pre-K classrooms
- Ensure health/mental health needs, requirements, and Head Start regulations are met

### **Southern Smiles Dental Care**

#### **Certified Dental Assistant (2006-Present)**

- Prepares treatment room for patient by following prescribed procedures and protocols.
- Provides instrumentation by sterilizing and delivering instruments to treatment area, positioning instruments for dentist's access, suctioning, and passing instruments.
- Provides diagnostic information by exposing and developing radiographic studies
- Assists dentist manage dental and medical emergencies by maintaining CPR certification, HIPPA, and OSHA certifications

**Other Work  
Experiences**

- Gadsden County School District- ESE, *Hospital/Homebound/Gifted Teacher* (2016)**  
**Boys and Girls Club of Big Bend, *Club Coordinator* (2015-2016)**  
**Gadsden County Schools-Galloway Academy, *Kindergarten/First Grade Teacher* (2015-2016)**  
**Gadsden County School District-Gretna Elementary, *Second Grade Teacher* (2013-2015)**  
**Florida State Undergraduate Studies, *Business Office Clerical Assistant* (2013)**  
**Center for Academic Retention and Enhancement, *Administrative/Program Assistant* (2009-2013)**  
**About Face Incorporated, *Camp Counselor* (2008)**  
**Florida State Department of Multicultural Affairs, *Office/Clerical Assistant* (2006-2007)**

## PROFESSIONAL AFFILIATIONS

- National Head Start Association
- Region IV Head Start Association
- Florida Head Start Association
- Florida State University Alumni Association

# **PARTNERSHIP AGREEMENT**

**Between**

## **FSU Early Head Start Program & Gadsden County Schools Head Start Program**

WHEREAS, the FSU Early Head Start Program and the Gadsden County Head Start Program provide services to low-income children and families; and

WHEREAS, the FSU Early Head Start Program and Gadsden County Head Start Program attest a commitment to assure that Gadsden County families with eligible children, aged birth-to-five, have access to a continuum of Head Start and Early Head Start child development, health, and social services, it is agreed to create a partnership agreement to promote collaboration between the two organizations.

### ***Intent of Agreement:***

The intent of this agreement is to increase communication, ensure coordination of services, and avoid duplication of efforts between the two organizations, and define areas of mutual concern in maintaining a collaborative relationship.

### **FSU Early Head Start agrees to:**

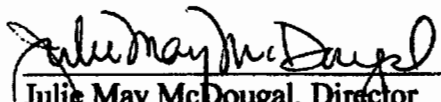
1. Provide Early Head Start staff to participate in Pre-K registration and recruitment activities and to facilitate transition planning for Early Head Start families with children turning three by September 1<sup>st</sup> of the school year.
2. Ensure that families with children leaving Early Head Start and transitioning into Head Start, or other Pre-K programs operated by Gadsden County Schools, complete the necessary enrollment paperwork to ensure a smooth transition.
3. Obtain parent permission and make arrangements to transfer relevant records for Early Head Start children transitioning into Head Start or a Pre-K program.
4. Provide training for Head Start staff in the areas of the home visiting process, infant & toddler development, prenatal care and education, policy and procedures planning and other mutual areas of interest, as needed.
5. Provide FSU Early Head Start staff to serve on the Gadsden County Head Start's Health Services Advisory Sub-Committee.
6. Collaborate on parent involvement activities, particularly those focused on father involvement, so that both Head Start and Early Head Start efforts and resources can result in events that include both Head Start and Early Head Start fathers and father figures.

7. Consult with the Head Start Director and other pertinent coordinating staff regarding school readiness expectations and trends for consideration in the development and modification of the FSU Early Head Start School Readiness Plan.
8. Consult with the Head Start Director and Policy Council on pertinent policy issues and areas of mutual interest.

**Gadsden County Head Start agrees to:**

1. Assist FSU Early Head Start in distributing program information and outreach to expectant families enrolled in the Gadsden County Head Start Program.
2. Provide referrals of expectant woman, or families with infants and toddlers enrolled in Head Start, who may benefit from Early Head Start services.
3. Participate in transition planning activities for Early Head Start families with children turning three by September 1<sup>st</sup> of the school year.
4. Provide Gadsden County Head Start staff to serve on the Early Head Start Health Advisory Committee and Policy Council, as appropriate.
5. Provide training to Early Head Start staff in the topic areas of preschool Head Start, preschool early childhood development, policy and procedure planning and other mutual areas of interest, as needed.
6. Collaborate on parent involvement activities, particularly those focused on father involvement, so that both Head Start and Early Head Start efforts and resources can result in events that include both Head Start and Early Head Start fathers and father figures.
7. Consult with the Early Head Start Director and Policy Council on pertinent policy issues and areas of mutual interest.

**Be it resolved that the parties above have agreed to the terms outlined herein:**

  
\_\_\_\_\_  
Julie May McDougal, Director  
FSU Early Head Start Program

  
\_\_\_\_\_  
Carolyn Harden, Director  
Gadsden County Head Start Program

# MEMORANDUM OF AGREEMENT

Between

CHE Gadsden Woman to Woman Project, Healthy Families Gadsden,  
Gadsden County Healthy Start Coalition, FSU Gadsden Early Head Start,  
and Gadsden County Schools Pre-Kindergarten Programs

Whereas, CHE Gadsden Woman to Woman Project, Healthy Families Gadsden, Gadsden County Healthy Start Coalition, FSU Gadsden Early Head Start, and Gadsden County Schools Pre-Kindergarten Program Home Instruction for Parents of Preschool Youngsters provide services to pre-conceptual and pregnant women, and young children at risk of poor birth and developmental outcomes, and;

Whereas, these programs do hereby attest their commitment that expectant families and families with young children should have access to appropriate, high quality health care, prenatal and inter-conceptual care and education, parenting education, health education, mental health and social services, we do hereby agree to create a partnership to promote collaboration between our organizations.

Between the Following Organizations:

The Center for Health Equity, Inc. (CHE)'s *Gadsden Woman to Woman Federal Healthy Start Project* (GWTW) is a voluntary program whose goals are to improve African American birth outcomes, reduce the number of African American infant deaths and to improve the overall health of African American women in Gadsden County. The program strategies for reaching these goals are provided to pregnant and non-pregnant women (ages 14-44) case/care coordination that include but is not limited to: case management, mental health counseling, through pre and interconceptional education and counseling, parenting education, child development screening, community education/outreach, health assessment and screening, nutritional assessment and education, and educational peer support groups in the community, schools, jails and prison. The services components are as follows:

- Case management/care coordination
- Prenatal, postpartum and interconceptional services, education and counseling
- Mental health counseling (Including depression and stress screening)
- Parenting education
- Child development screening for normal developmental milestones and social and emotional development
- Community education/outreach
- Health assessments by RN
- Nutritional assessment and education
- Breastfeeding education and support
- Educational peer support groups in the community, schools, jail and prison
- Linkages and referrals to community resources

The Center for Health Equity, Inc., GWTW Federal Healthy Start Project is funded to serve 500 African American women of childbearing age, their children and families each year during the pre and interconceptional period for up to 2 years before and after a birth, infant death and/or fetal demise. The project also provides peer support/education groups and other case management services to these women, children and their families annually.

*Healthy Families Gadsden/Leon (HFGL;* a program of Brehon Institute for Family Services, Inc.) is a long-term 3-5 year voluntary program that provides pregnant or parenting families, with an infant under 3

months of age, at intake, services through home visitation. The goals of HFG are: 1) Create stable and nurturing family environments; 2) Promote child health and development; 3) Aid in developing positive parent-child relationships; 4) Ensure that families' social and medical needs are met; 5) Provide abuse/neglect prevention education; and 6) Ensure families are satisfied with project.

Services provided include, but are not limited to, the following:

- A continuum of support and prevention services, both prenatal & postnatal
- Parenting education
- Child development education and screening
- Parent wellness screening
- Child and home safety screening and education
- Linkages/referrals to community resources
- Identification of parental & child medical home
- Self-sufficiency education

Healthy Families Gadsden/Leon is funded to serve a total of 82 families in Gadsden County for FY 2018-2019.

The Gadsden County Healthy Start Coalition (GCHSC) oversees the local *Healthy Start (HS)* initiative. HS initiatives are legislatively mandated throughout the State of Florida. Florida Statute (F.S. 381.14) requires that prenatal risk screening is offered to all pregnant women at their first prenatal visit by their prenatal health care provider. In addition, Florida Statute requires that infant risk screening is offered by the birthing facility to parents or guardians of all infants born in Florida before leaving the facility. GCHSC utilizes the universal risk screens to facilitate the local Coordinated Intake and Referral (CI&R) process, a collaborative effort that:

- Follows-up with prenatal women covered by Medicaid but without a screen in the Well Family System
- Accepts community referrals
- Serves as the triage system for the service area
- Standardizes client intake and engagement process
- Is primary point of entry for various home visiting, care coordination, education and support services
- Is based on the community's local system of care
- Assesses and determines potential eligibility for home visitation programs available in the community
- Encourages prenatal women/new mothers to choose a program that fits their preferences and meets their needs
- Provides electronic referrals/screens to home visitation partners through the Well Family System
- Includes a feedback loop to collect information on referral disposition from any home visitation program that receives a CI&R home visitation referral

In keeping with the goals of Healthy Start to reduce infant mortality, reduce the number of low birth weight babies, and improve health and development outcomes, GCHSC ensures that women and infants who receive a positive screening score, or who are referred for other risk factors other than score, and agree participate in Healthy Start are offered the following services:

- Care coordination
- Parenting education and support
- Breastfeeding education and support
- Psychosocial counseling
- Childbirth education
- Tobacco education and cessation counseling
- Interconceptional education and counseling

The GCHSC *Nurse Family Partnership Program (NFP)* provides intensive services to 50 first-time mothers enrolled in care before 28 weeks gestation, while the GCHSC *Healthy Start Program (HS)* offers services to all other eligible women and infants. All GCHSC programs are voluntary.

The *FSU Early Head Start Program (EHS)* is a federally-funded program serving low-income pregnant women, infants, and toddlers, birth to age three, and their families. Eligibility is based upon Federal poverty guidelines and criteria that put families at risk for poor child development outcomes. The program also serves families of infants and toddlers with disabilities. The goal of the program is to build children's competence and readiness for future learning through comprehensive services focused on the healthy cognitive, physical, and social-emotional development of infants and toddlers. Services provided include the following:

- Prenatal and postpartum education and support
- Individualized parent-child activities
- Child development screening and ongoing assessment and education
- Parenting education
- Health, nutrition, dental, and mental health services
- Facilitation of family goal setting
- Transition support for families of children turning three years old
- Linkages, referrals, and follow-up with community resources.

Early Head Start services are provided through voluntary, weekly 90 minutes home visits along with interactive parent-child play groups called Group Socializations held two to three times a month. FSU Early Head Start Program is funded to serve 68 pregnant women, infants, and toddlers at all times.

The Gadsden County Schools Pre-Kindergarten Programs' *Home Instruction for Parents of Preschool Youngsters (HIPPY) Program* is funded through a state of Florida appropriation to the Florida Department of Education, Office of Early Learning. The University of South Florida, Florida HIPPY T&TA Center, Department of Child and Family Studies is the grantee and Gadsden County Schools is a sub-grantee. Eligibility is based upon the family being a TANF recipient, Medicaid eligible, or income eligible using the Federal Poverty Guidelines. HIPPY is a free parent involvement and school readiness program offered as a home-based childhood education program for three and four year old children. HIPPY staff works with their parents as their first teacher. Parents are provided with a set of developmentally appropriate materials, curriculum and books designed to strengthen their child's cognitive skills, early literacy skills, social/emotional and physical development.

Services include:

- Giving parents the tools, skills, and confidence, they need to be the primary educators of their children.
- Teaching parents how to engage their children in educational activities.
- Delivering services through home visits by trained peers from the community.



- Providing additional learning experiences through group meeting activities and special events.

HIPPY is typically funded to serve around 80 children per school year.

**Rationale for Agreement:**

All programs recognize that collaboration is critical to providing comprehensive services to children and their families while preventing duplication of services. We view this working agreement as an expression of fundamental value of cooperation and collaboration.

**Agreed Working Relationship:**

1. All home visiting partners agree to meet monthly, or as agreed upon, to discuss common cases at the Care Coordination Team (CCT) partners meeting and to discuss system of care issues at the Collaborative Management Team (CMT).
2. All home visiting partners agree that sharing of information will occur with proper written consent received from consumers expressing interest in being in various programs, (GWTW, HFGL, HS/NFP, EHS, and HIPPY).
3. All home visiting partners agree that discussion of common cases will occur in the Care Coordination Team (CCT) partners meeting. Based on the results of discussion (assessment of consumer needs), a joint decision will be made as to which program would be most appropriate for a consumer.
4. All home visiting partners agree if it is decided that more than one program is needed to meet the needs of the consumer, a plan for services will be developed and divided to dovetail efforts and prevent any overlap in services.
5. All home visiting partners agree that referrals to other service providers will be coordinated among partners if the case is being co-managed.
6. All home visiting partners agree to inform each other if or when their respective programs reach client enrollment capacity and the agency is not able to provide services to consumers in a timely manner.
7. All home visiting partners agree to notify each other of the referral outcome whether they were able to enroll consumer or not, and why if unable to enroll.
8. All home visiting partners agree to protect the confidentiality of consumers' personally identifiable information and comply with all applicable legal requirements. Should a partner violate one of these requirements, an opportunity for the partner to correct the situation will be afforded.
9. Partners will rotate responsibility of sending out meeting reminders and compiling agenda.
10. Each partner will rotate responsibility of taking minutes at each meeting and typing up minutes and distributing to each partner regarding case discussions.
11. Regarding the Coordinated Intake and Referral (CI&R) process,
  - GCHSC will establish and hold meetings of the local CI&R Team (home visiting advisory group) at regular intervals beginning in July 2018.
  - GCHSC will seek and use input from each partner to develop a program service inventory and CI&R decision tree as foundational documents for its local CI&R. Those documents will be regularly reviewed and updated as program capacity/criteria changes in the community.
  - GCHSC will provide each partner the opportunity to provide input about program description and, when possible, assist with training of CI&R staff.
  - GCHSC will facilitate process of authorizing designated each partner staff as Well Family System users to access CI&R tab to receive electronic referrals/screens and

provide referral disposition information, including connection, enrollment, 90-day retention. A fully executed Business Associate Agreement (BAA) will be required between the Healthy Start MomCare Network and the each partner for Well Family System access.

- GCHSC will review Well Family System CI&R data/reports at least monthly to assess total number of referrals, number of referrals to each home visiting program, and disposition, and share any concerns or issues impacting each partner.
- Each partner will appoint a representative for and participate in meetings of the local CI&R Team (home visiting advisory group).
- After executing a BAA with the Healthy Start MomCare Network, the partner will complete and submit required paperwork to authorize designated users of Well Family System CI&R tab. Designated users will access referrals/screens and complete referral disposition information.
- Each partner will notify GCHSC of changes in authorized Well Family System CI&R tab users within three days of change.
- Each partner will regularly monitor Well Family System data on CI&R including the total number of referrals, number of referrals received by partner and their disposition, and share any concerns or issues with GCHSC.
- Each partner will regularly review Well Family System tickler lists to identify referrals that require action based on agreed protocols with GCHSC.
- Each partner will provide referral disposition information in a timely manner and based on agreed protocols with GCHSC.
- Each partner will work with GCHSC to address and/or resolve identified issues and concerns related to the implementation of CI&R at the community level.

*Gadsden Woman-to-Woman (GWTW) staff shall:*

1. Assess, during care/case coordination, prenatal care, and peer support group intake process and throughout duration of care/case coordination, prenatal care and peer support groups. Prenatal consumers who are assessed but for some reason decide they do not want GWTW and they meet the criteria for HFGL, EHS and/or HIPPY, GWTW will refer consumers to those programs for screening.
2. Refer GWTW consumers that may benefit from other home visiting program or services, including HFGL, HS/NFP, EHS, HIPPY or local health department resources.

*Healthy Families Gadsden (HFGL) staff shall:*

1. Refer consumers who are screened by HFGL but do not meet eligibility due to infant being three months or older and HFGL has decided they are not going to enroll and consumer meets GWTW, EHS, or HIPPY criteria for case/care coordinator or EHS child care services.
2. Refer consumers who are screened but do not meet eligibility based on HFGL assessment and meets GWTW, EHS, or HIPPY criteria for case/care coordinator or EHS child care services.
3. Refer consumers who are assessed, but for whatever reasons, decide they do not want HFGL services and meets GWTW, EHS, or HIPPY criteria for case/care coordinator services. Cases of this nature will be discussed in the case review meetings or when appropriate to address issues necessary for appropriate placement.
4. Refer consumers to GWTW, EHS, and HIPPY that have been screened and assessed, but HFGL cannot enroll because of program capacity, and meets GWTW, EHS, and HIPPY criteria for services.

5. Refer HFGL families that may benefit from other home visiting program or services, including GWTW, HS/NFP, EHS, HIPPY or local health department resources.

*Gadsden County Healthy Start Coalition (GCHSC) and its service provider staff shall:*

1. Refer consumers who are screened by the Provider, but do not meet eligibility for HS/NFP services, and meet GWTW, HFGL, EHS, or HIPPY criteria for services.
2. Ensure the HS Service Provider and NFP Program refer consumers who are receiving HS/NFP services, but decide for whatever reasons they do not want HS/NFP services, and meet GWTW, HFGL, EHS, and HIPPY criteria for case/care coordination. Cases of this nature will be discussed in the case coordination team meetings or when appropriate to address issues necessary for appropriate placement.
3. Refer consumers, including infants of referred mothers who have been receiving HS/NFP services, but are no longer eligible for HS/NFP services, but meet GWTW, EHS, and HIPPY criteria for services.
4. Refer HS/NFP families that may benefit from other home visiting program or services, including GWTW, HFGL, EHS, HIPPY or local health department resources.

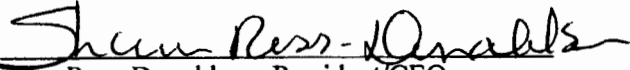
*FSU Early Head Start (EHS) staff shall:*

1. Refer consumers who have applied for EHS services but do not meet income eligibility for EHS, to other more appropriate home visiting programs including GWTW, HFGL, HIPPY, or Healthy Start.
2. Refer consumers with urgent needs who have applied for EHS services and have been placed on an EHS waiting list due to limited program capacity (enrollment slots are full).
3. Refer EHS consumers that may benefit from other home visiting program or services, including GWTW, HFGL, HS/NFP, HIPPY or local health department resources.

*Gadsden County Pre-Kindergarten Programs staff shall:*

1. Refer consumers who have applied for HIPPY services but do not meet income eligibility for HIPPY and meet GWTW criteria for case/care coordination services.
2. Refer consumers who have applied for HIPPY services, but have been placed on an HIPPY waiting list due to limited program capacity (enrollment slots are full).
3. Refer HIPPY consumers that may benefit from other home visiting program or services, including GWTW, HFGL, HS/NFP, EHS or local health department resources.

*All parties agree to review and update this agreement at least annually. All parties shall give each other thirty (30) days' notice of intent to re-negotiate or otherwise alter conditions of this Memorandum of Agreement. Any party may terminate this agreement if there is evidence of unethical, negligence or non-performance of responsibilities as set forth in this agreement. Prior to termination or re-negotiation, all parties shall meet to ensure clear communication of all issues surrounding termination or re-negotiation.*

Signature:   
 Sharon Ross-Donaldson, President/CEO  
 Center for Health Equity, Inc. (Gadsden Woman to Woman Project)

Date: 9-20-18

Signature: Sharon Ross-Donaldson  
Sharon Ross-Donaldson, President/CEO  
Center for Health Equity, Inc. (Gadsden Woman to Woman Project)

Date: 9-20-18

Signature: Pam Banks  
Pam Banks, Program Manager  
Healthy Families Gadsden/Leon

Date: 9/13/18

Signature: Joy L. Anderson  
Joy L. Anderson, Executive Director  
Gadsden County Healthy Start Coalition

Date: 09/13/18

Signature: Carmita F. McCall  
Carmita F. McCall, Program Administrator  
Nurse Family Partnership Program  
Gadsden County Healthy Start Coalition

Date: 9/13/18

Signature: Adrian Cooksey  
Adrian Cooksey, Administrator  
Gadsden County Health Department

Date: 10/3/2018

Signature: Julie May McDougal  
Julie May McDougal, Director  
FSU Early Head Start Program

Date: 9/13/18

Signature: Colleen Williams  
Colleen Williams, Home-Based Coordinator  
FSU Early Head Start Home-based Services

Date: 9/13/18

Signature: Carolyn Harden  
Carolyn Harden, Pre-K Programs Director  
Gadsden County Schools Pre-Kindergarten Programs

Date: 9/13/18

**MEMORANDUM OF AGREEMENT**  
**Between**  
**The Gadsden County Head Start Program**  
**And**  
**The Literacy Center, Inc.**

The above identified agencies confirm their commitment to the strategies set forth in this document to assure all children and families participating in the Gadsden County Head Start Program receive quality comprehensive services.

Roles and Responsibilities:


**The Gadsden County Head Start Program Will:**

- Make referrals to the The Literacy Center at parents' request.
- Provide families with verbal and written information (brochures, flyers, etc.), throughout the year, on services provided through the Literacy Volunteers Program.
- Post information on the The Literacy Center in places easily accessible to Pre-k parents (Head Start/Pre office and parent centers in classrooms).
- Follow-up with Head Start parents on literacy services that they were referred for.
- Provide periodic feedback to the The Literacy Center on the kind and quality of services provide to Head Start parents.

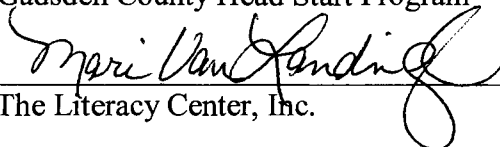
**The Literacy Center, Will:**

- Assist families who are interested in obtaining literacy services through the The Literacy Center.
- Provide the Head Start program with feedback on the services that have been provided to Head Start parents.
- Make group presentations, as needed, to parents addressing literacy services offered in Gadsden County.
- Act as a resource to the Gadsden County Head Start program in the area of literacy.

In the spirit of collaboration to provide a comprehensive Pre-school program of quality to the "at risk" children and families of Gadsden County, we the undersigned partners do agree to the roles and responsibilities defined herein above:

  
\_\_\_\_\_  
Gadsden County Head Start Program

10/24/18  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
The Literacy Center, Inc. Date

10/24/18  
\_\_\_\_\_  
Date

**MEMORANDUM OF AGREEMENT**  
**Between**  
**The Gadsden County Head Start Program**  
**And**  
**The Gadsden County Public Library**

The above identified agencies confirm their commitment to the strategies set forth in this document to assure all children and families participating in the Gadsden County Head Start Program receive quality comprehensive services.

Roles and Responsibilities:

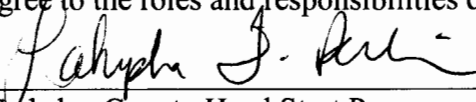
**The Gadsden County Head Start Program Will:**

- Encourage parents to visit the library with their children.
- Assist parents in obtaining library cards.
- Encourage teachers and parents to provide literacy opportunities to children at home and at school.
- Promote literacy by providing age appropriate books in Head Start/Pre-k classrooms.
- Provide literacy training to staff and parents.

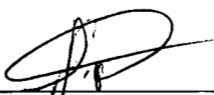
**The Gadsden County Public Library Will:**

- Provide storytelling to Pre-k children at the library or at agreed upon school sites.
- Visit schools via “Bookmobile” and provide book for children to take home.
- Allow Pre-k children to visit the library for field trips.
- Provide training for staff and parents as needed.
- Act as a resource to parents Re: library services (obtaining library cards, use of library, etc.).
- Provide literacy services to the Head Start/Pre-k community through the Literacy Volunteer Program.

In the spirit of collaboration to provide a comprehensive Pre-school program of quality to the “at risk” children and families of Gadsden County, we the undersigned partners do agree to the roles and responsibilities defined herein above:

  
\_\_\_\_\_  
Gadsden County Head Start Program

10-24-18  
Date

  
\_\_\_\_\_  
Gadsden County Public Library

10-24-18  
Date

**MEMORANDUM OF AGREEMENT**  
**Between**  
**The Gadsden County Head Start/Pre-k Program**  
**And**  
**Dana Street, School Social Worker**

The above identified agencies confirm their commitment to the strategies set forth in this document to assure all children and families participating in the Gadsden County Head Start/Pre-k Program receive quality comprehensive services.

Roles and Responsibilities:

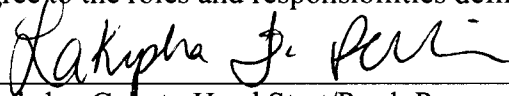
**The Gadsden County Head Start/Pre-k Program Will:**

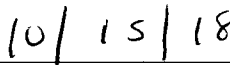
- Provide facility space for the delivery of program services and activities.
- Maintain ongoing, consistent communication between Maintain ongoing, consistent communication between Head Start/Pre-k and School Social Worker.
- Promote program services and activities in the community.
- Follow established protocols for referral, crisis and treatment protocols that specify procedures for: a) Who refers, b) How and to whom to refer (phone/written), c) When to refer, for what reasons, d) What action is taken with the referral, e) How are communications and feedback handled regarding referral.


**Dana Street, School Social Worker Will:**

- Assure the provision of consultation, education, screening, assessing, referring, treatment and coordination of services for youth in need of mental health services (on-site and off-site).
- Collaborate with Head Start/Pre-k and other community partners to ensure the linkage and delivery of services that respond to the family's needs. (Includes, but is not limited to: social services, mental and physical health assessment, and mental health services).
- Follow established referral, crisis and treatment protocols that specify procedures for: a) Who refers, b) How and to whom to refer (phone/written), c) When to refer, for what reasons, d) What 3 action is taken with the referral) How communications and feedback are handled regarding referral.

In the spirit of collaboration to provide a comprehensive Pre-school program of quality to the "at risk" children and families of Gadsden County, we the undersigned partners do agree to the roles and responsibilities defined herein above:

  
\_\_\_\_\_  
Gadsden County Head Start/Pre-k Program

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Dana Street, School Social Worker

  
\_\_\_\_\_  
Date



**MEMORANDUM OF AGREEMENT**  
**Between**  
**The Gadsden County Head Start/Pre-k Program**  
**And**  
**Creative Initiatives for Students and Families**

The above identified agencies confirm their commitment to the strategies set forth in this document to assure all children and families participating in the Gadsden County Head Start/Pre-k Program receive quality comprehensive services.

Roles and Responsibilities:

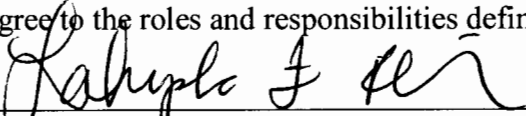
**The Gadsden County Head Start/Pre-k Program Will:**

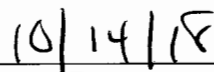
- Identify teachers and students of the month and publicize program/partner.
- Provide partnership updates regularly in school communications.

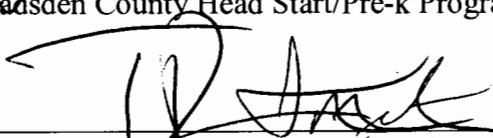
**Creative Initiatives for Students and Families Will:**

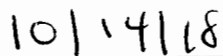
- Read to students, tutor, provide technical expertise, and display student work.
- Mentor, offer character education activities, sponsor contests, support student led efforts and service learning.
- Support student of the month or end of term/year student recognition programs, and academic all-star program.

In the spirit of collaboration to provide a comprehensive Pre-school program of quality to the "at risk" children and families of Gadsden County, we the undersigned partners do agree to the roles and responsibilities defined herein above:

  
\_\_\_\_\_  
Gadsden County Head Start/Pre-k Program

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Creative Initiatives for Students and Families

  
\_\_\_\_\_  
Date

**MEMORANDUM OF AGREEMENT**  
**Between**  
**Gadsden County Head Start/Pre-k Program**  
**And**  
**Family Involvement Resource Center (Parent Services Department)**

The above identified agencies confirm their commitment to the strategies set forth in this document to assure all children and families participating in the Gadsden County Head Start/Pre-k Program receive quality comprehensive services.

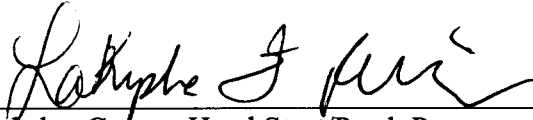
**Roles and Responsibilities: The Gadsden County Head Start/Pre-k Program will provide the following:**

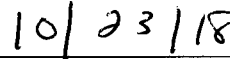
- Monthly newsletters to all Head Start/Pre-k parents
- Parent Training Guides to all Head Start/Pre-k parents
- The Head Start van for parent transportation as needed
- Parent Involvement Coordinator to organize center committees at each school and act as a resource as needed
- Parent Involvement Coordinator to be an active participant in the Head Start Policy Council by attending monthly meetings and encouraging parent representatives to participate in meetings on a regular basis
- Parent Involvement Coordinator to assist teachers in organizing the Parent Area in their classrooms, and monitoring these classrooms on a regular basis
- Parent Involvement Coordinator to assist in organizing required parent trainings throughout the school year
- Parent Involvement Coordinator to participate in monthly Head Start coordinators' meetings and other staff meetings and trainings as needed
- Funds and participation for the Annual District Wide Parent Volunteer Appreciation Night

**The Family Involvement Resource Center (Parent Services Department) agrees to the following:**

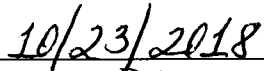
- Parent Services Department to assist and encourage parents to be actively involved in the classrooms by volunteering and participating in parent/teacher conferences.
- Parent Services Department to participate in Annual Early Childhood Conference.
- Parent Services Department to assist in carrying out the county's Transition Plan.
- Parent Services Department to assist with annual county-wide Head Start/Pre-k registration.
- Coordinate district-wide Parent Advisory committee.
- Parent Services Department will assist in distributing information and resources to parents in the county via the mobile unit.

In the spirit of collaboration to provide a comprehensive Pre-school program of quality to the "at risk" children and families of Gadsden County, we the undersigned partners do agree to the roles and responsibilities defined herein above:

  
\_\_\_\_\_  
Gadsden County Head Start/Pre-k Program

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Parent Services Department

  
\_\_\_\_\_  
Date

**MEMORANDUM OF AGREEMENT**  
**Between**  
**The Gadsden County Head Start Program**  
**And**  
**The Migrant Education Program**

The above identified agencies confirm their commitment to the strategies set forth in this document to assure all children and families participating in the Gadsden County Head Start Program receive quality comprehensive services.

Roles and Responsibilities:

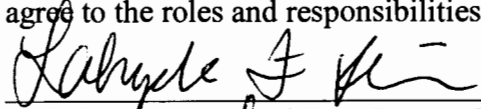
**The Gadsden County Head Start Program Will:**

- Accept referrals from the Migrant Education Program of Pre-k age children who have limited or no English speaking skills, and to give priority points (3) on the Head Start Placement Criteria Form.
- Refer parents to the Migrant Education Program on an as needed basis.
- Provide the Migrant Education Program with information on Head Start/Pre-k recruitment (posters, flyers), and registration.
- Invite Migrant Education Representative to serve on the Head Start Program Advisory Committee on an as needed basis.

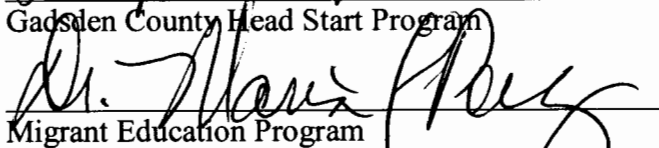
**The Migrant Education Program Agrees to the following:**

- Assist with Head Start/Pre-k registration by translating for parents who have limited or no English speaking skills.
- Assist families in completing registration forms as needed.
- Assist staff in communicating with non English speaking families as needed throughout the school year.
- Act as a resource to the Head Start/Pre-k office on migrant issues/concerns.
- Serve on local Whole Child Council.

In the spirit of collaboration to provide a comprehensive Pre-school program of quality to the “at risk” children and families of Gadsden County, we the undersigned partners do agree to the roles and responsibilities defined herein above:

  
\_\_\_\_\_  
Gadsden County Head Start Program

10/23/18  
Date

  
\_\_\_\_\_  
Migrant Education Program

10/23/18  
Date

**MEMORANDUM OF AGREEMENT**  
**Between**  
**The Gadsden County Head Start Program**  
**And**  
**The Gadsden County ESOL Program**

The above identified agencies confirm their commitment to the strategies set forth in this document to assure all children and families participating in the Gadsden County Head Start Program receive quality comprehensive services.

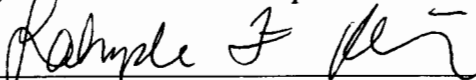
**Roles and Responsibilities: The Gadsden County Head Start Program Agrees to:**

- Provide parents with information on services offered through the ESOL program.
- Accept referrals from the ESOL Program of Pre-k age children with limited English speaking skills, and give priority points (3), on the HS/Pre-k Placement Criteria Form.
- Provide the ESOL Program with flyers and information on the county wide Head Start/Pre-k recruitment and registration process.
- Provide a conference room for ESOL in-service training activities.
- Invite a representative from the ESOL Program to serve on the Head Start Advisory Council as needed.

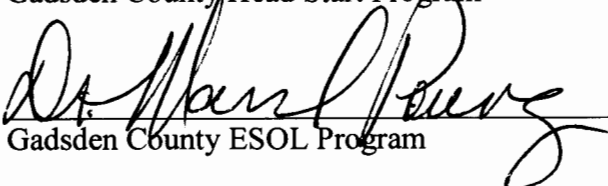
**The Gadsden County ESOL Program Agrees to:**

- Assist with the recruitment of Limited-English-Proficient (LEP) children into the Head Start Program.
- Assist with translation /interpreting between families with limited English and Head Start staff during registration and throughout the school year as schedules and availability permit.
- Assist in translating Head Start forms from English to Spanish on an as needed basis.
- Provide bilingual services to Head Start/Pre-k teachers at school sites on an as needed basis.
- Train teachers on strategies for working with bilingual students.

In the spirit of collaboration to provide a comprehensive Pre-school program of quality to the "at risk" children and families of Gadsden County, we the undersigned partners do agree to the roles and responsibilities defined herein above.

  
\_\_\_\_\_  
Gadsden County Head Start Program

10/23/18  
Date

  
\_\_\_\_\_  
Gadsden County ESOL Program

10/23/18  
Date

GADSDEN COUNTY SCHOOL BOARD OF EDUCATION  
OVERSIGHT OF FEDERAL FUNDS

Gadsden County School Board of Education has a Board that provides oversight to all functions of the district and is responsible for the planning, coordination, evaluation and administration of the school district. In this regard, the School Board has the power to receive and administer funds for the conduct of human services programs under Title IV, Subtitle B of the Omnibus Budget Reconciliation Act of 1981 referenced as the Community Services Block Grant Act and to receive and administer funds under Federal or State assistance programs pursuant to the requirements of those programs. The Superintendent provides leadership in planning, organization and administration of programs sponsored by the district to ensure the goals and objectives of the district and programs are met and develops and implement administrative controls and standards for the efficient operation of the district.

The Finance Director directs, plans, implements and supervises all financial activities of the organization's Accounting/Finance Department. The FD provides supervision and coordination of departmental tasks to ensure efficient operation of the department and installs fiscal controls for the purpose of maintaining a sound fiscal management operation, including the review and approval of budgets for various program accounts and projects. (Reports to the Superintendent).

In accordance with 45 CFR Part 75 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal awards, the district's financial management system provides for the identification of all Federal Awards received and expended, and the Federal programs under which they were received. Accurate, current and complete disclosure of all transactions is assured by the issuing of monthly fiscal reports to the School Board and Policy Council (PC), as per 45 CFR 75.341 and .342. These reports contain information on initial award amounts, expended funds during the month (by line item), and remaining fund balances, so that budget-to-actual expenditures can be monitored monthly. The source documentation is available to the School Board and Policy Council members as needed. Both the School Board and Policy Council review these monthly reports and discuss their questions at their monthly meetings. The Board conducts a yearly inventory as a strategy for maintaining effective control of all funds, property, and other assets. Written procedures are in place to minimize the time elapsing between the transfer of funds and their disbursement by the Board as per 45 CFR Part 75.305. The School Board also has written procedures for determining reasonable, allocable and allowable costs, in accordance with the provisions of 45 CFR part 75.400-476 and the terms and conditions of the Federal award.

The School Board has a number of procedures in place to minimize the risk of financial malfeasance. These include double-signed checks for all payments over a pre-determined amount, segregation of duties in the fiscal office and bill payment only when that bill is

accompanied by a pre-approved purchase order and an invoice. The School Board solicits bids for and hires an independent auditor to conduct a yearly audit of all internal funds. The results of that audit are reviewed and approved by the School Board, a process that includes careful consideration of all findings and recommendations.

The Head Start Director implements the directives of the Head Start Grant with input from the Policy Council and School Board. There is a Head Start Management Team that consists of the Head Start Director, Education/Disability Coordinator, Health/Mental Health Coordinator, Family Services Coordinator that meet on a monthly basis to assess the program, using results from on-going monitoring tools.

The system that we have in place, allows for the effective management and oversight of federal and state awards.

## PROTECTION OF SENTITIVE AND/OR CONFIDENTIAL INFORMATION

The Gadsden County Board of Education Head Start Program requires all employees to sign a confidentiality agreement at the date of hire and have established guidelines that protect sensitive and confidential information. Our Administrative and Management Staff have completed extensive training as it pertains to the security and confidentiality of information. Additionally, the Gadsden School Board of Education is fully compliant with 1303 Subpart C – Protection for the Privacy of Child Records. We have established procedures to protect the confidentiality of any personally identifiable information in child records. We have developed procedures for disclosures with, and without, parental consent of personally identifiable information. We have modified our procedures to include a section on parental rights and personally identifiable information and we have established procedures for amendment of records as well as for hearings in the case that the parent so requests. Our maintenance of records complies with our recordkeeping and destruction policies contained within our Policies and Procedures Manual.



**GADSDEN COUNTY SCHOOLS  
HEAD START PROGRAM  
ORGANIZATIONAL CHART**

Gadsden  
County  
School  
Board

Super-  
intendent

Director of  
Elementary  
Education

Policy  
Council

Head Start  
Program  
Director

Principals

Director  
of  
Trans-  
portation

Center  
Committees

Education  
Coordinator

Family  
Services  
Coordinator

Health  
Coordinator

Parent  
Involvement  
Coordinator

Secretary

Receptionist

Custodian

Teachers

Bus Drivers

Families

Resource  
Teachers

Social  
Worker

Family  
Services  
Workers

Program  
Assistant

Program  
Assistant

Para-  
professionals

Bus  
Monitors

Program  
Assistant



Line of authority



Line of cooperation



**State Board of Education**

Marva Johnson, *Chair*  
Andy Tuck, *Vice Chair*  
*Members*  
Gary Chartrand  
Ben Gibson  
Tom Grady  
Michael Olenick  
Joe York

**Pam Stewart**  
**Commissioner of Education**

February 28, 2018

Ms. Bonnie Wood  
Gadsden County School District  
35 Martin Luther King Blvd.  
Quincy, Florida 32351

Ms. Wood,

Your indirect cost proposal for fiscal year 2018-2019 has been reviewed and the restricted rate of 5.62% and unrestricted rate of 20.35% is approved with an effective date of July 1, 2018 through June 30, 2019.

If you have any questions please call Don Crumbliss at (850) 245-9214.

Sincerely,

A handwritten signature in black ink, appearing to read "Matt Kirkland".

Matt Kirkland  
Chief Comptroller

Linda Champion  
Deputy Commissioner, Finance and Operations

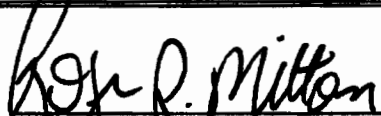
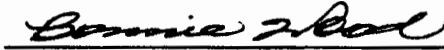
**DISTRICT SCHOOL BOARD OF GADSDEN COUNTY  
 CERTIFICATION AND REQUEST FOR AUTHORIZED INDIRECT COST RATE  
 PLAN A**

I certify that the information contained herein has been prepared in accordance with the instructions issued by the State of Florida Department of Education, conforms with the criteria in 2 CFR 200, and is correct to the best of my knowledge and belief. No costs other than those incurred by this agency have been included in the indirect cost rate application. The same costs that have been treated as indirect costs have not been and will not be claimed as direct costs, and similar types of costs have been accorded consistent treatment. All expenditures detailed on the application form have been made, and records supporting them have been maintained and are available for audit.

We hereby apply for the following indirect cost rate:

<b>Federal Programs - Restricted with Carry Forward</b> <u>5.62%</u>	<b>Federal Programs - Unrestricted with Carry Forward</b> <u>20.35%</u>
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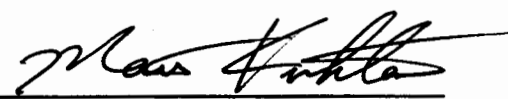
I further certify that all data on this form are referenced to the District Superintendent's Annual Financial Report to the Florida Commissioner of Education, ESE 145, and other pertinent financial records, for Fiscal Year 2016-2017, in conformance with the manual, Financial and Program Cost Accounting and Reporting for Florida Schools, and that all General Fund and Special Revenue Funds expenditures have been used.

 Signature of District Superintendent <u>2/27/18</u> Date Signed	 Signature of Finance Officer <u>2/27/18</u> Date Signed
--	--

Your proposal has been accepted and the following rate approved:

<b>Federal Programs - Restricted with Carry Forward</b> <u>5.62%</u>	<b>Federal Programs - Unrestricted with Carry Forward</b> <u>20.35</u>
--	--

These rates become effective **July 1, 2018, and remain in effect until June 30, 2019**, and will apply to all eligible federally assisted programs as

 Signature of Comptroller, Florida Department of Education	<u>2/28/18</u> Date Signed
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