



Head Start/Early Head Start  
Developing a World of  
Possibilities

2015-2016  
Annual Report



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# 4C's Mission

"4C's mission is to be a community leader in providing high quality services that improve the lives of children and families."

For more information, visit **4cFlorida.org**

## Head Start/Early Head Start Vision

We strive to promote school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social, and other services to expectant mothers, children and families.

## Program Values

The uniqueness and strengths of our children and families;

Partnerships and bonds with families and the community;

Respect for our employees, our children, our families, and our community;

Our knowledge of and belief in inclusive, developmentally appropriate learning, environments that recognize and honor the strengths and needs of all children and families.



# Executive Summary

The **Community Coordinated Care for Children, Inc. Head Start/Early Head Start Program** (4C) is funded to serve 941 infants, toddlers, preschool aged children, and pregnant women in Orange, Osceola, and Seminole Counties, Florida. The program offers both Head Start and Early Head Start in 29 separate locations, offering direct services as well as services through a child care partnership. During the 2015-16 program year, a total of 1,022 children and pregnant women were served.

Community Coordinated Care for Children (4C) embraces children as the nation's greatest human asset. It is an honor for 4C Head Start (HS) and Early Head Start (EHS) to have successfully operated its high-quality, comprehensive early childhood development program for over two decades. 4C Early Head Start- Child Care Partnerships (CCP) has operated its high-quality, comprehensive early childhood development program for one year and has aligned with the Office of Head Start in its quest to ensure comprehensive developmental services are delivered to all enrolled children and their families.

Since the program's inception thousands of young children from low-income, culturally diverse families have received quality services. 4C HS/EHS/CCP is committed to excellence and has placed into practice systems designed to identify and benchmark such levels of performance in all service areas. The program is a community asset providing services to vulnerable children and their families in the identified service areas. Services provided to children include: health, disabilities, education, family engagement, nutrition, mental health and school readiness. Family services are provided to families to assist them with goal attainment in areas of their life which are most important to the family. The programs have documented strengths and effective measures in place to overcome challenges.



# Board of Directors

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Leary Group

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University of Central Florida

Melissa Smith  
Houghton Mifflin Harcourt

# Policy Council Members and Community Representatives

Policy Council is the parents and community's way of being involved in the shared governance of the program. This means that parent/guardians and community members have a voice in major program decisions including recruitment and selection, personnel policies, budgets, and funding proposals.

Shavnay McClain/Chandrea Washington  
Policy Council Chair

David Kastner  
Policy Council Vice Chair

April Turner  
Policy Council Secretary

Janacha Ford  
Policy Council Treasurer

Yolanda Robinson

Joana Bonano

Pauline Perkins

Jessica Roberts

Angela Hall

Jorge A. Martinez-Soto

Christina Robinson

Yulmarie DeJesus-DeLeon

Jaime Santiago

Stalexus Cutter

Louanne Santiago

Ashia Harmon

Houria Maubssaut

Standreka Russell

Ermita Michel

Shona Campbell

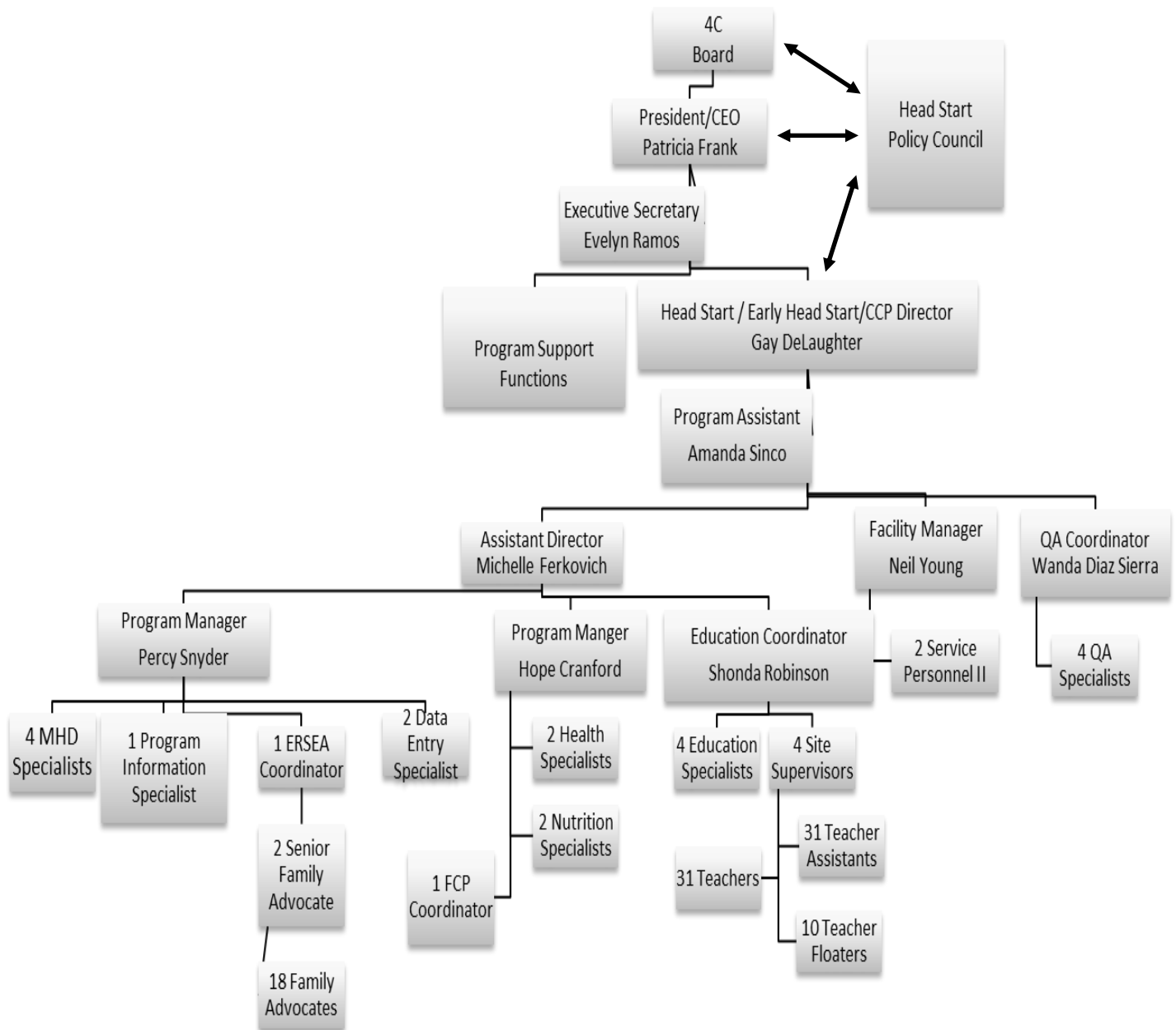
Carolina Gil

Shanaz Amy

Vivian Pena

*Community Coordinated Care for Children, Inc.*

***Head Start /Early Head Start /CCP Organizational Structure***





## **ORANGE COUNTY**

### **EHS AGENCY**

#### **Rio Grande**

1264 South Rio Grande Avenue  
Orlando FL 32805

#### **Pregnant Mothers EHS**

1485 S. Semoran Blvd., Suite  
1402  
Winter Park, FL 32792

### **EHS SUB-CONTRACTED SITES**

#### **A Gateway Rising**

3323 Westland Drive  
Orlando, FL 32818

#### **BETA**

4680 Lake Underhill Road  
Orlando, FL 32807

#### **Marina Cross Family Child Care**

1250 Alapaha Lane  
Orlando, FL 32828

#### **Orlando Day Nursery**

626 Lake Dot Circle  
Orlando, FL 32808

#### **Pine Hills Pre School**

627 N. Pine Hills Road  
Orlando, FL 32805

### **EHS CCP SUB-CONTRACTED SITES**

#### **Apopka Child Academy**

170 E. Magnolia St.  
Apopka, FL 32703

#### **Dream Big**

6151 Silver Star Rd.  
Orlando, FL 32808

#### **Early Education Station**

1780 Mercy Dr.  
Orlando FL 32808

#### **Frontline Outreach**

3000 C.R. Smith St.  
Orlando FL 32805

#### **God's Creation Learning Center**

2405 E. Kaley Ave.  
Orlando FL 32806

#### **Golden Bear Academy**

241 S. Goldenrod Rd.  
Orlando, FL 32822

#### **Hartage FCC**

4862 Indialantic Dr.  
Orlando, FL 32808

#### **Kid's Connect**

4527 Carter St.  
Orlando FL 32811

#### **King's Academy**

1302 Edgeway Dr.  
Winter Garden FL 34787

#### **My Destiny Academy**

1235 W. Michigan St.  
Orlando, FL 32805

#### **Orlando Day Nursery**

626 Lake Dot Circle  
Orlando FL 32801

#### **Pine Hills Preschool**

627 N. Pine Hills Rd.  
Orlando, FL 32808

#### **Thomas FCC**

3146 Pell Mell Dr.  
Orlando, FL 32818

## **OSCEOLA COUNTY**

### **EHS SUB-CONTRACTED SITES**

#### **Erika Montoya**

967 Gascony Court  
Kissimmee, FL 34759

#### **Little Angels Family Child Care**

1609 Eola Court  
Kissimmee, FL 34741

#### **Naomi Helligar Family Child Care**

2361 North Smith Street  
Kissimmee, FL 34744

### **EHS AGENCY**

#### **Palm Plaza**

2232 East Irlo Bronson Highway  
Kissimmee, FL 34744

### **HS AGENCY**

#### **Baker**

3500 Baker Drive  
Kissimmee, FL 32741

#### **Palm Plaza**

2232 East Irlo Bronson Highway  
Kissimmee, FL 34744

### **HS SUB-CONTRACTED**

#### **Dreaming Big**

1301 Kevstin Dr.  
Kissimmee, FL 34744



# **SEMINOLE COUNTY**

## **HS AGENCY SITES SITES**

### **Altamonte**

525 Pine View Street  
Altamonte Spring, FL 32701

### **Lawton**

188 S. Lake Jessup Avenue  
Oviedo, FL 32765

### **North Street**

900 North Street  
Longwood, FL 32750

### **Park Ave.**

301 S. Oak Ave.  
Sanford, FL 32771

### **Pine Crest**

405 W. 27th St.  
Sanford, FL 32773

### **Midway**

2255 Rightway Ave.  
Sanford, FL 32771

### **5<sup>th</sup> Avenue**

419 South Park Ave.  
Sanford, FL 32771

## **HS SUB-CONTRACTED**

### **Light Years Ahead**

398 Douglas Avenue  
Altamonte Springs, FL 32714

## **EHS SUB-CONTRACTED**

### **Kids Castle**

2536 South Elm Ave.  
Sanford, FL 32773

## **EHS CCP**

## **SUB-CONTRACTED SITES**

### **All About Kidz of Oviedo**

387 W. Broadway St.  
Oviedo, FL 32765

### **Kid's Castle Childcare**

2536 South Elm Ave.  
Sanford, FL 32773

### **Rising Star - Longwood**

1455 South 17-92  
Longwood, FL 32750

### **Teddy Bear**

174 Jay Drive  
Altamonte Springs, FL 32714

**Proudly Serving Orange,  
Osceola & Seminole  
Counties**

# Financials

## Annual Report Figures for EHS-CCP

### REVENUES FOR 2015-2016

### EHS-CCP

HHS Operating Funding	\$3,853,061.00
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HHS Training & Technical Assistance	\$ 577,959.00
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Start UP	\$2,457,411.00
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Orange County Government	\$ 30,000.00
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United Way	\$ 61,000.00
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Non-cash In-kind donations	\$ 244,429.00
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<b>TOTAL REVENUES</b>	<b>\$7,223,860.00</b>
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### EXPENDITURES FOR 2015-2016

Program Expenditures	\$3,724,938.00
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Training & Technical Assistance	\$ 77,260.00
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COB	\$3,421,662.00
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<b>TOTAL EXPENDITURES</b>	<b>\$7,223,860.00</b>
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### PROPOSED BUDGET (8/1/16 -7/31/17)

HHS Operating Funding + COLA	\$3,922,416.00
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HHS Training & Technical Assistance	\$ 96,327.00
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United Way	\$ 61,000.00
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Non-cash In-Kind donations	\$1,004,686.00
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<b>TOTAL ANTICIPATED FUNDING</b>	<b>\$5,084,429.00</b>
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## Annual Report Figures for Head Start & Early Head Start

<b>REVENUES FOR 2015-2016</b>	<b>Head Start</b>	<b>Early Head Start</b>	<b>Combined</b>
HHS Operating Funding	\$ 4,143,446	\$ 3,307,690	\$ 7,451,136
HHS Training & Technical Assistance	\$ 46,687	\$ 81,631	\$ 128,318
VPK State Funding	\$ 325,213	\$ -	\$ 325,213
Osceola Board of County Commissioners	\$ 113,000	\$ 20,000	\$ 133,000
City of Kissimmee	\$ 8,000	\$ -	\$ 8,000
PNC Grant	\$ 15,175	\$ 7,862	\$ 23,037
Other cash donations	\$ 1,160	\$ -	\$ 1,160
Non-cash In-kind donations	\$ 584,985	\$ 819,468	\$ 1,404,453
<b>TOTAL REVENUES</b>	<b>\$ 5,237,666</b>	<b>\$ 4,236,651</b>	<b>\$ 9,474,317</b>

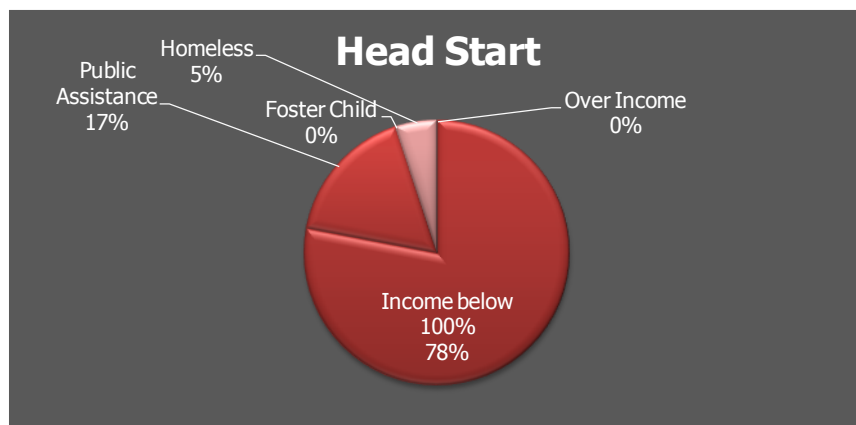
### **EXPENDITURES FOR 2015-2016**

Program Expenditures	\$ 4,922,483	\$ 3,758,893	\$ 9,345,999
Training & Technical Assistance	\$ 46,687	\$ 81,631	\$ 128,318
COB	\$ 221,809	\$ 396,127	\$ 617,936
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,969,170</b>	<b>\$ 3,840,524</b>	<b>\$ 9,474,317</b>

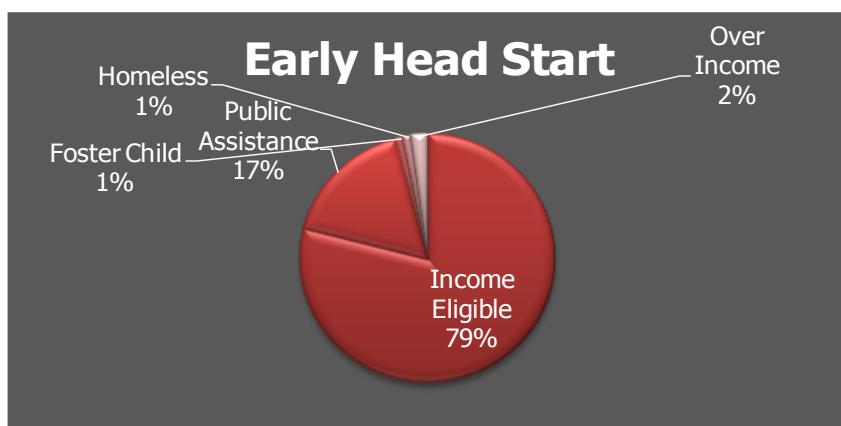
### **PROPOSED BUDGET (7/1/16 - 6/30/17)**

HHS Operating Funding + COLA	\$ 4,025,153	\$ 3,367,228	\$ 7,392,381
HHS Training & Technical Assistance	\$ 46,687	\$ 81,631	\$ 128,318
VPK State Funding	\$ 343,314	\$ -	\$ 343,314
Osceola County Commissioners	\$ 113,000	\$ 20,000	\$ 133,000
City of Kissimmee	\$ 8,000	\$ -	\$ 8,000
PNC Funding	\$ 1,054	\$ 680	\$ 1,734
Miscellaneous Revenue Contributions	\$ 1,000	\$ 1,000	\$ 2,000
Non-cash In-Kind donations	\$ 551,592	\$ 840,535	\$ 1,392,127
<b>TOTAL ANTICIPATED FUNDING</b>	<b>\$ 5,089,800</b>	<b>\$ 4,311,074</b>	<b>\$ 9,400,874</b>

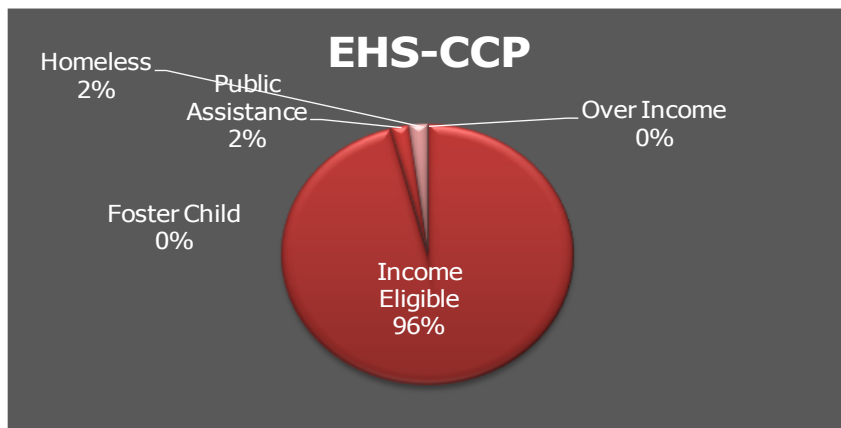
# Children and Family Statistics



Out of the total Head Start enrollment of 453, Seventy-eight percent (78%) of the families were below the income poverty guideline used for eligibility. Seventeen percent (17%) received public assistance. Five percent (5%) were homeless and none had income above the poverty guideline.



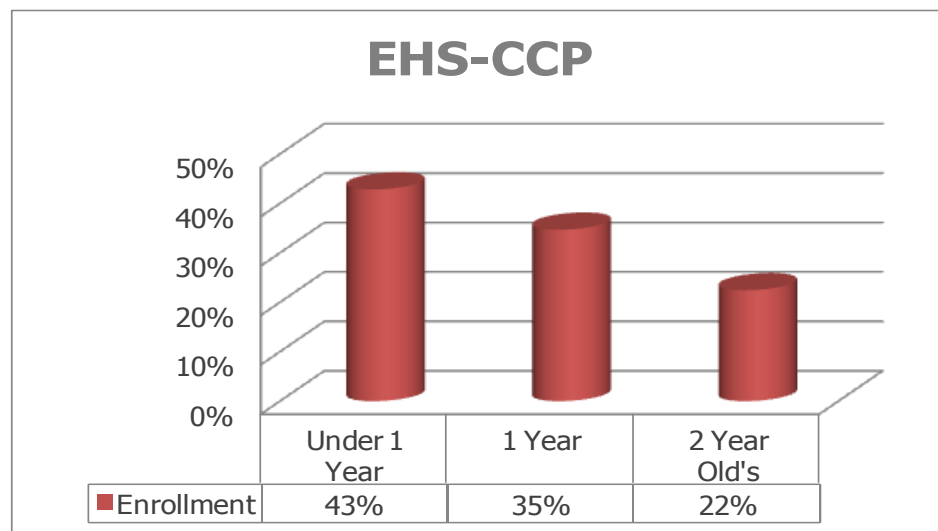
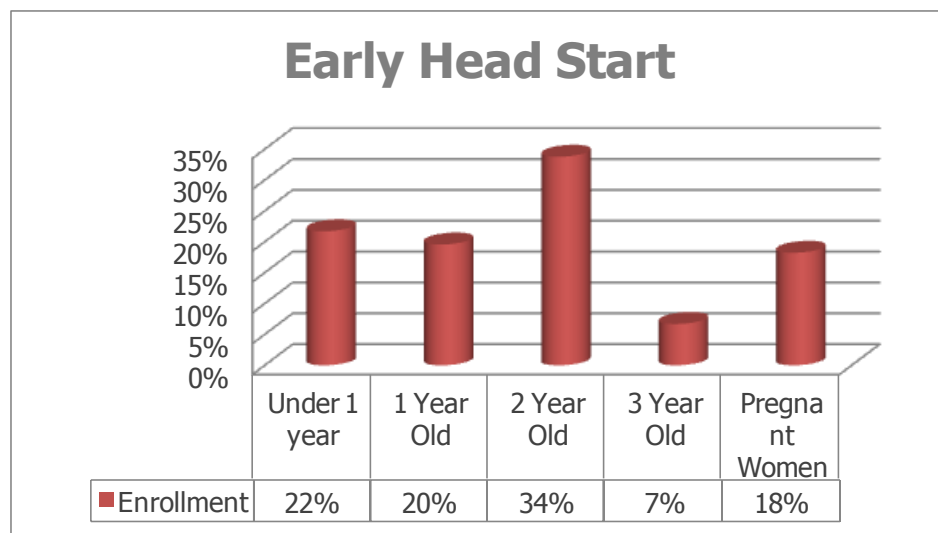
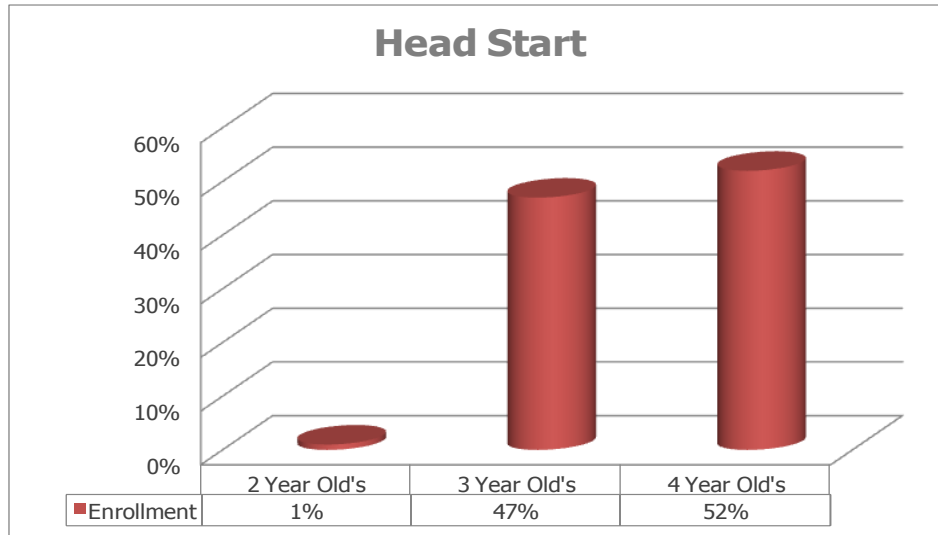
Out of the total 373 enrolled in the Early Head Start program, seventy-one percent (79%) were below the income poverty guideline. Seventeen percent (17%) of the families received public assistance. One percent (1%) of the families reported that they were homeless. One percent (1%) reported having a foster child. Only two percent (2%) were over the income poverty guideline required for eligibility.



Out of the total EHS-CCP enrollment of 196 Ninety six percent (96%) of the families were below the income poverty guideline used for eligibility. Two percent (2%) received public assistance. Two percent (2%) were homeless and none had income above the poverty guideline.

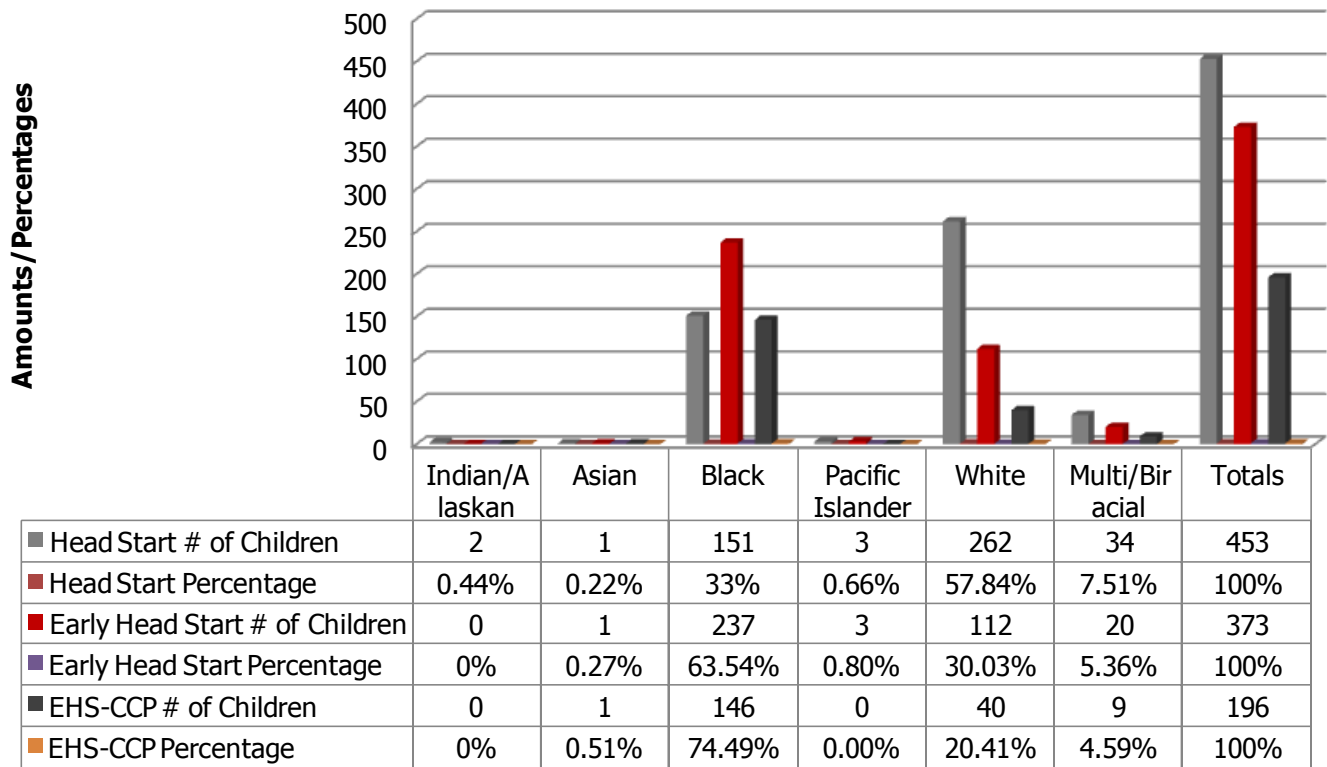


# Enrollment by Age

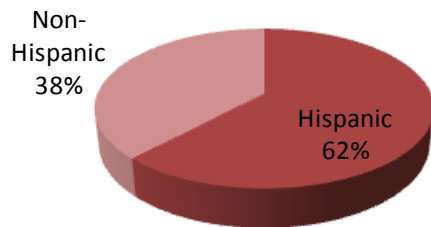


# Ethnicity Comparison Across Programs

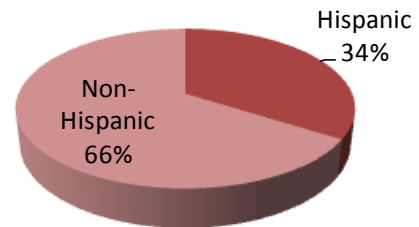
## Ethnicity



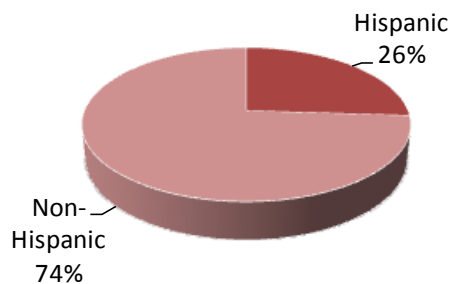
### Head Start



### Early Head Start



### EHS-CCP



# Comprehensive Services

## Health Services 2015-2016

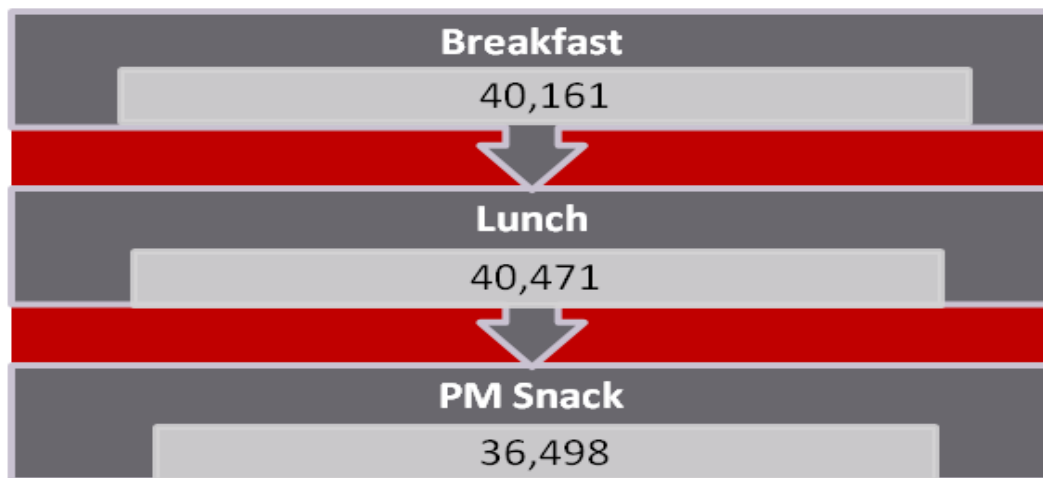
<b>PIR Performance Indicator</b>	<b>HS (453)</b>	<b>EHS (373)</b>	<b>CCP (196)</b>
Children with health insurance	445(98%)	297(79%)	196(100%)
Children with private health insurance	8(1%)	3(.003%)	4(2%)
Children enrolled in and/or CHIP (Children's Health Insurance Program), Medicaid	435(96%)	292(78%)	191(97%)
Children with continuous accessible health care	451(99%)	294(79%)	196(100%)
Children up to date on schedule of EPSDT(Early Periodic Screening, Diagnostic & Treatment) at end of year	406(89%)	226(61%)	40(20%)
Children up to date on immunization	451(99%)	7(2%)	1(.005%)
Children who completed professional dental exam	260(57%)	--	--
Of the above children, number who needed dental treatment	10 (4%)	--	--
Of the children needing dental treatment, number who received it	7(7%)	--	--
Children with continuous accessible dental care provided by dentist	395(87%)	147(47%)	196(100%)
Children up-to date on age appropriate and primary oral health on schedule of EPSDT	--	226(61%)	78(40%)



# Nutritional Services

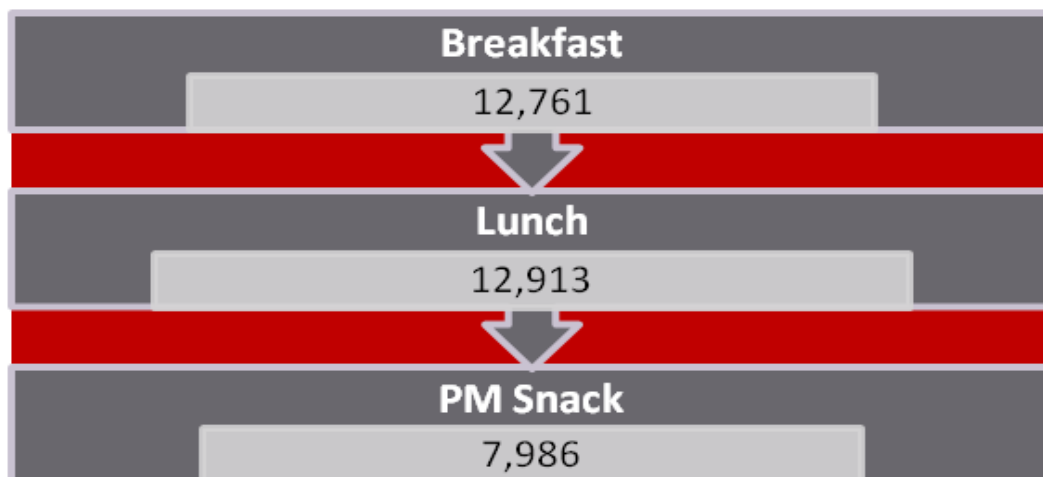
4C HS/EHS believes that good nutrition is an important part of leading a healthy lifestyle. For this program year we serve breakfast, lunch and PM snacks. Emphasis is on whole grains, fresh fruits, vegetables, protein and dairy products. 4C operates a nutrition program that meets the nutritional needs and feeding requirements of each child, as well as USDA meal pattern requirements. We encourage all meals to be served Family Style to encourage socialization. **These numbers reflect agency operated sites only. Head Start, Early Head Start and CCP/EHS contracted sites are not reflected in these numbers because they provide their own meals to the children.**

## Head Start



Early

Head





# Disability Services

The services support children who demonstrate delays in communication, physical, self help, social-emotional, and/or thinking and reasoning skills. This effort identifies children who may benefit from further evaluation and links families to support services through the school district or Early Intervention Agency.

Services Provided	# of Early Head Start children and families	# of Head Start children and families	CCP	Total
Children identified as Children with Disabilities	28 IFSPs	54 IEPs	6 IEPs	87
Children with identified concerns, (private services, not eligible for special services, undetermined)	63	75	115	183
Collaboration with new and existing community agencies and providers through MOUs or contracts		8 agencies		

- Recruitment and referrals occur through collaborations with Part B, Part C IDEA partners
- Children identified with a possible developmental concerns are referred to our Part C, Early Intervention or to our LEA partners for further evaluation.
- Therapy services and classroom experiences are coordinated to meet individual children's needs
- Children with a variety of presenting diagnoses were served in our inclusive learning environments, including autism, deaf/blind impairment, emotional disturbance, health impairment, Spina Bifida, developmental delay, speech/language impairment
- Of the 453 children enrolled in the 2015-2016 program year, 9.20% of children we served during the program year were identified with a disability

# Mental Health Services

4C HS/EHS supports children who demonstrate delays and/or difficulties in social-emotional skills or behavior. The goal of Mental Health services is the creation and maintenance of a positive learning environment. This effort promotes all children's developing capacity for self worth, close and secure interpersonal relationships, regulation and expression of emotion, and initiative to explore and learn.

<b>Services Provided</b>	<b># of Early Head Start children and families</b>	<b># of Head Start children and families</b>	<b>CCP</b>	<b>Total</b>
<b>Children referred to outside agency for services</b>	4	43	1	48
<b>Families who received Mental Health supports</b>	3	33	1	37
<b>Families who received education/support for domestic violence and or child abuse</b>	49	94	108	251
<b>Children who received screening for social emotional status</b>	112	256	142	510
<b>Pregnant women who received services</b>	52	N/A	N/A	52
<b>Pregnant women who received services for postpartum Mental Health intervention</b>	3	N/A	N/A	3
<b>Facilitated agreements with outside Mental Health agencies</b>	3 agencies with outside agreements	3 agencies with outside agreements	4	4
<b>Collaboration with existing community agencies and providers through MOUs or contracts</b>	1 agency with outside agreements	1 agency with outside agreements	4	4

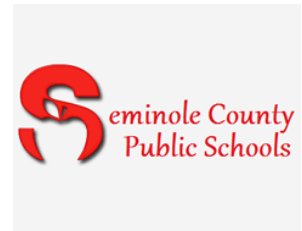
# Program Monitoring

The 4C HS and EHS Program Managers, QA Coordinator, Family & Community Partnership Coordinator, Content Area Specialists and other trained staff (Site Supervisors, Teachers, etc.) have conducted multiple monitoring that includes: meal review, nutrition assessment, health and safety assessment, safe environment checklists, Environment Rating Scales, classroom observations, etc. to ensure compliance to the Head Start Performance Standards and best practices for Infant-Toddler and Pre-school care. Ongoing, regular monitoring helps to assess operations to ensure that necessary steps are being taken and appropriate interventions are taken in a timely manner. External monitoring is assessed by local state licensing agencies, fire departments and food service programs. Internal monitoring occurs on a routine and regular basis by Site Supervisors, Area Specialists and on a frequent basis by Program Managers, Coordinators and Program Directors.

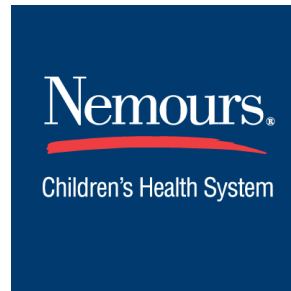


## Collaborations and Partnerships

Community Partnerships allow the program to provide and refer the best resources and services to the children, parents, and their families. The program has had many opportunities to collaborate and share information to the community, as well as recruit families, through partnerships. Some of these partnerships include WIC, Children's Home Society, Central Florida Urban League, Volunteers for Community Impact, Osceola Children's Cabinet, and the Orange, Osceola, and Seminole County Early Learning Coalitions.







*Empowering Communities. Changing Lives.*



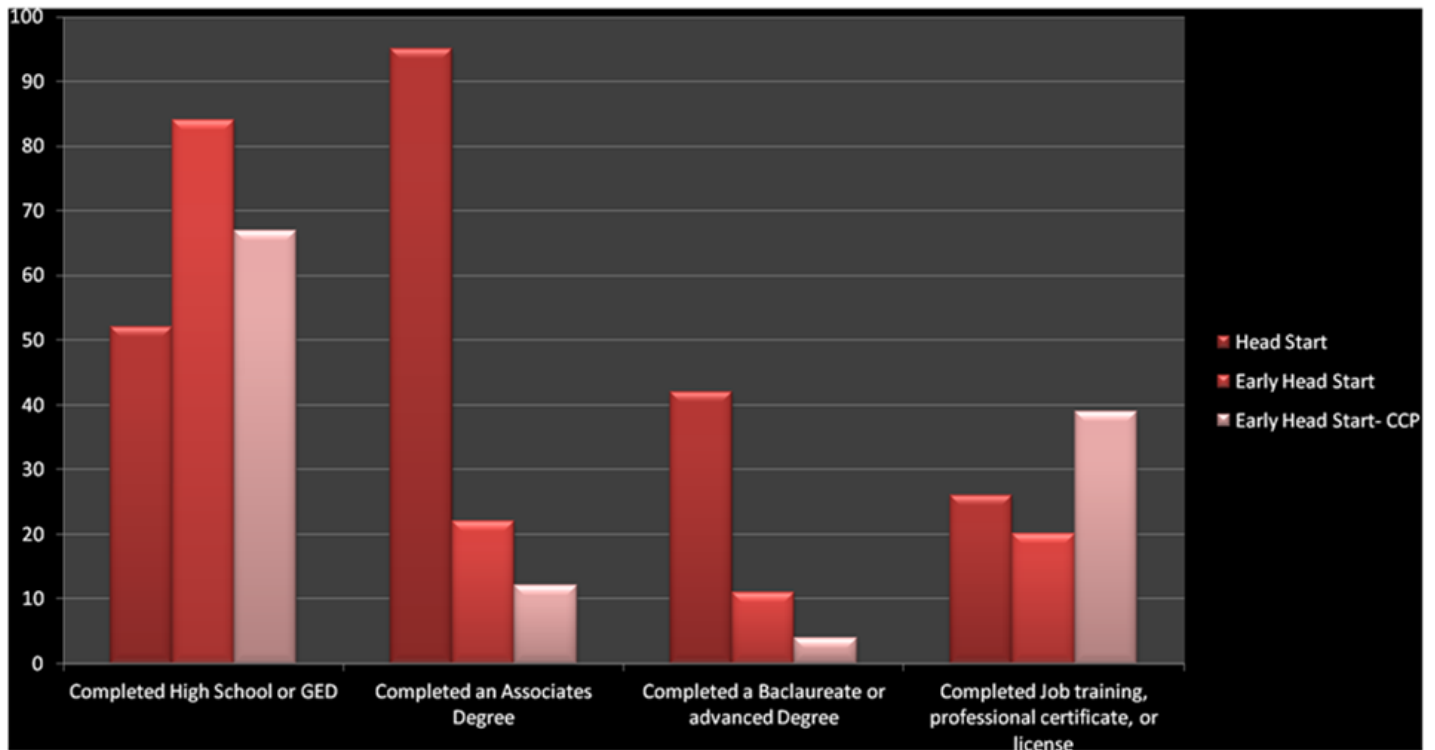
# Family and Community Engagement

## Family Services

Service Provided	Program		
	Head Start	Early Head Start	Early Head Start-CCP
Emergency crisis intervention	83	18	5
Housing Assistance	72	6	21
Mental Health Services	59	11	7
English as a second language training	38	3	7
Adult Education	21	4	63
Job Training	19	10	33
Substance Abuse prevention	2	2	0
Substance Abuse Treatment	2	2	1
Child abuse and neglect services	8	3	1
Domestic Violence services	4	1	1
Child support assistance	3	1	6
Health education	6	50	0
Assistance for families of incarcerated individuals	4	1	2
Parenting education	94	49	108
Relationship/marriage Education	2	2	5
Asset building services	1	6	23
<b>Total</b>	418	169	283

## Father Engagement

Activity	Program		
	Head Start	Early Head Start	Early Head Start- CCP
Family Assessment	144	100	16
Family Goal Setting	139	101	8
Child's Child Development Experiences	155	97	15
Policy Council/Parent Committees	34	16	5
Parenting Education Workshops	31	30	12
<b>Total</b>	503	344	56



These are the parents in the Head Start, Early Head Start and EHS-CCP programs that completed Education and job training during the program year 2015-2016.

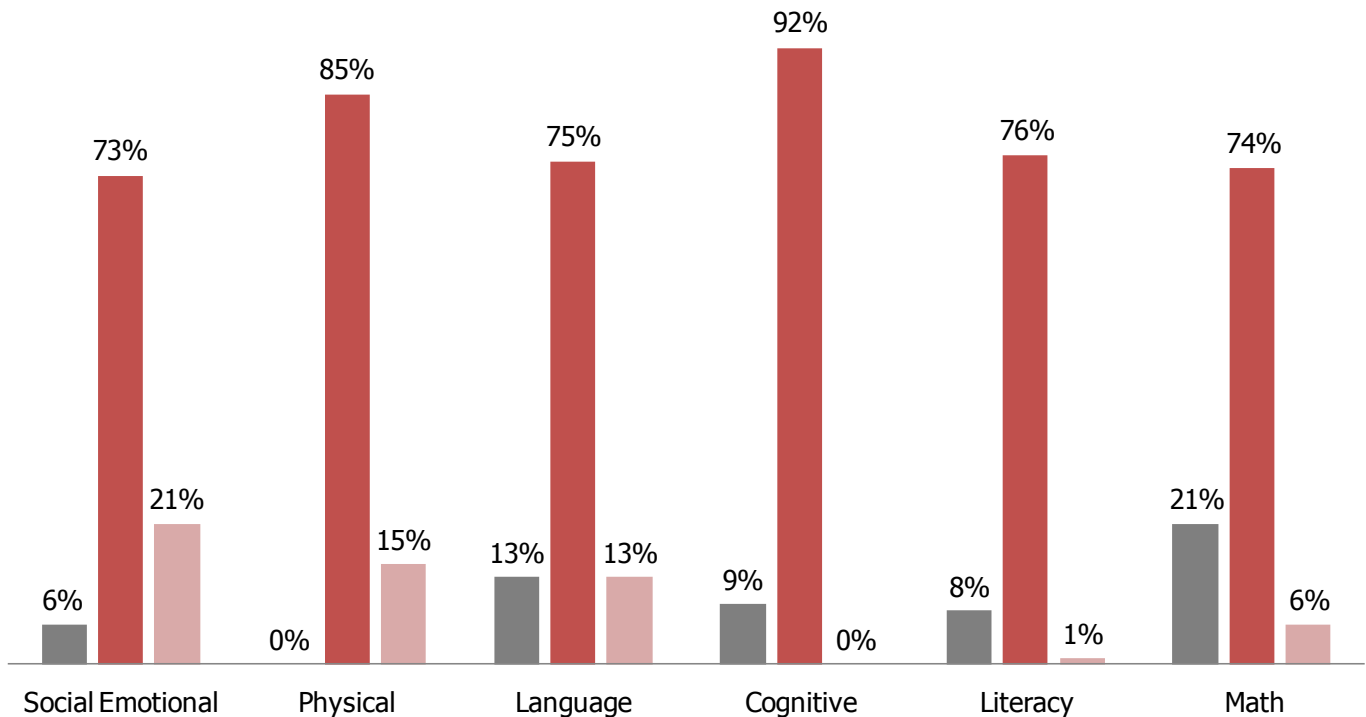
## Job Training and Employment Statistics

<b>Total Number of Families:</b>	<b>Head Start 425</b>	<b>Early Head Start 325</b>	<b>Early Head Start-CCP</b>
Two-parent families	149/35%	71/22%	17/10%
Single-Parent families	276/65%	254/78%	145/90%
<b>Two-parent families</b>			
Both Parents employed	31/21%	14/20%	7/41%
One Parent employed	89/60%	46/65%	9/53%
Both Parents not working	29/19%	11/15%	1/6%
<b>Single-Parent families</b>			
Parent employed	160/58%	155/61%	133/92%
Parent not working	116/42%	99/39%	12/8%

# Education Services — Spring Outcomes 2015-2016

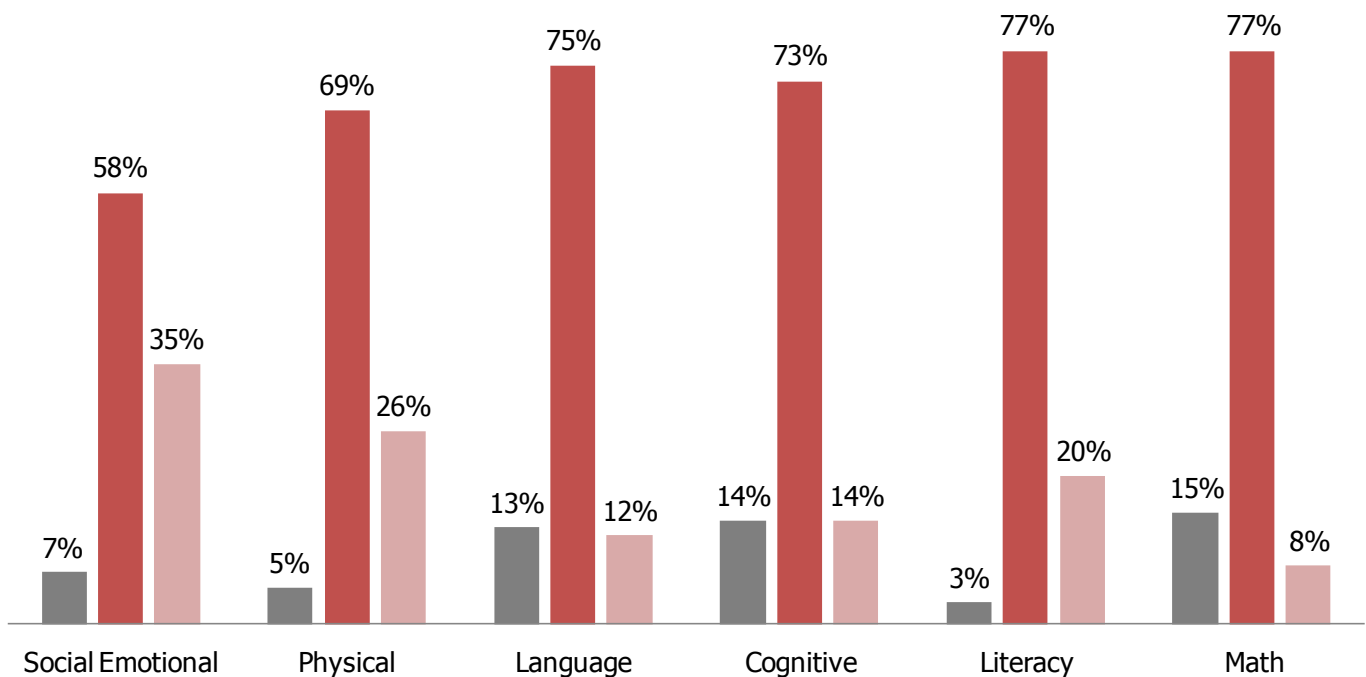
## Head Start Child Outcomes (4yrs)

■ Below Expectations ■ Meeting/Exceeding Expectations ■ Exceeding Expectations



## Head Start Child Outcomes (3yrs)

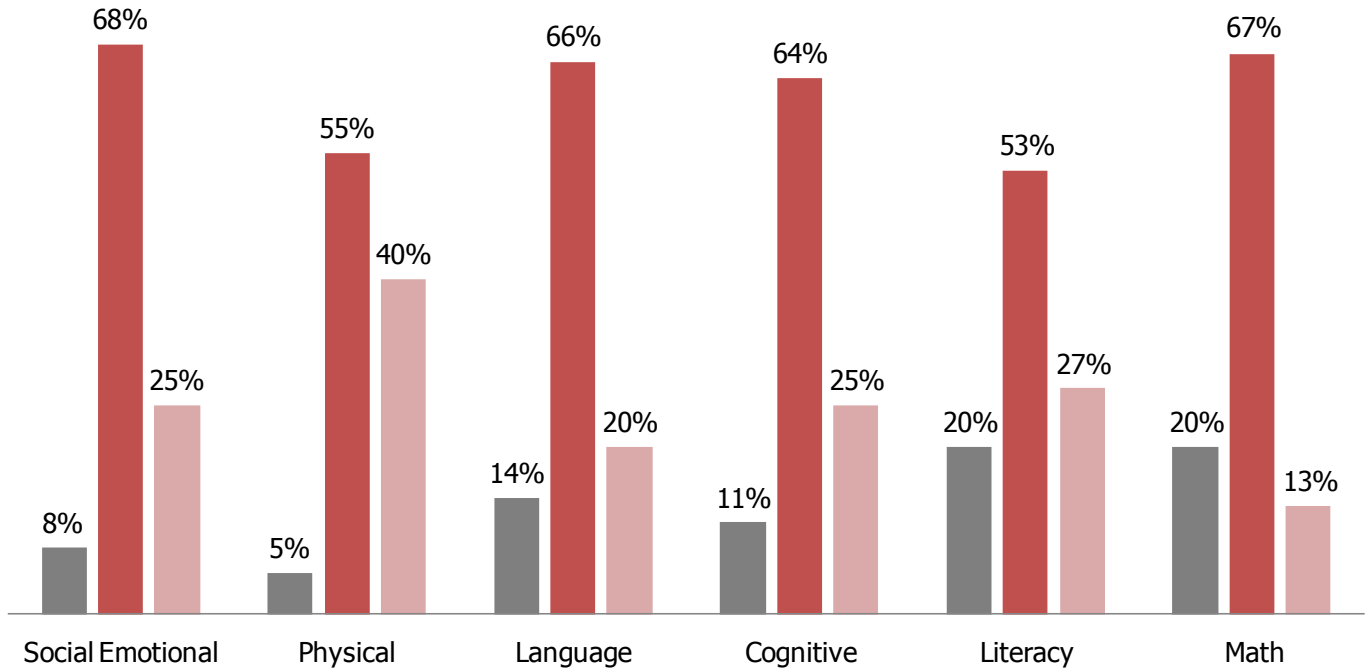
■ Below Expectations ■ Meeting/Exceeding Expectations ■ Exceeding Expectations





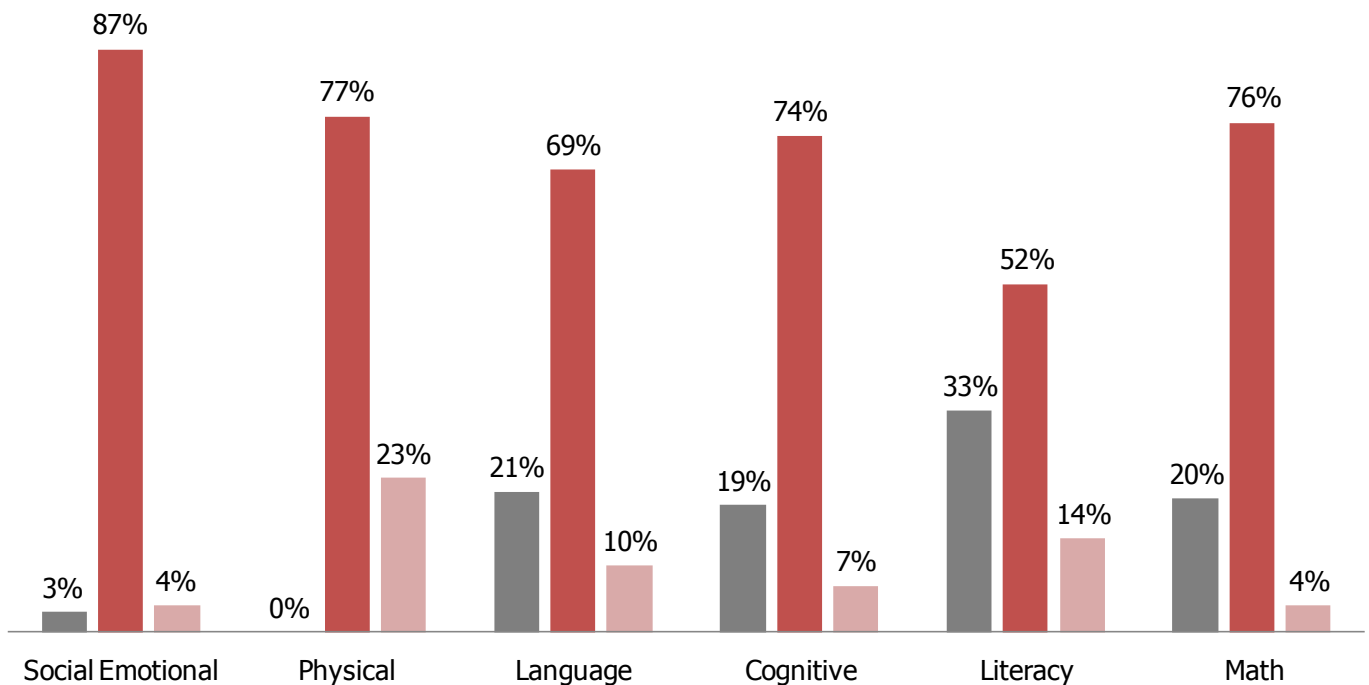
### Early Head Start Child Outcomes (2-3yrs)

■ Below Expectations ■ Meeting/Exceeding Expectations ■ Exceeding Expectations



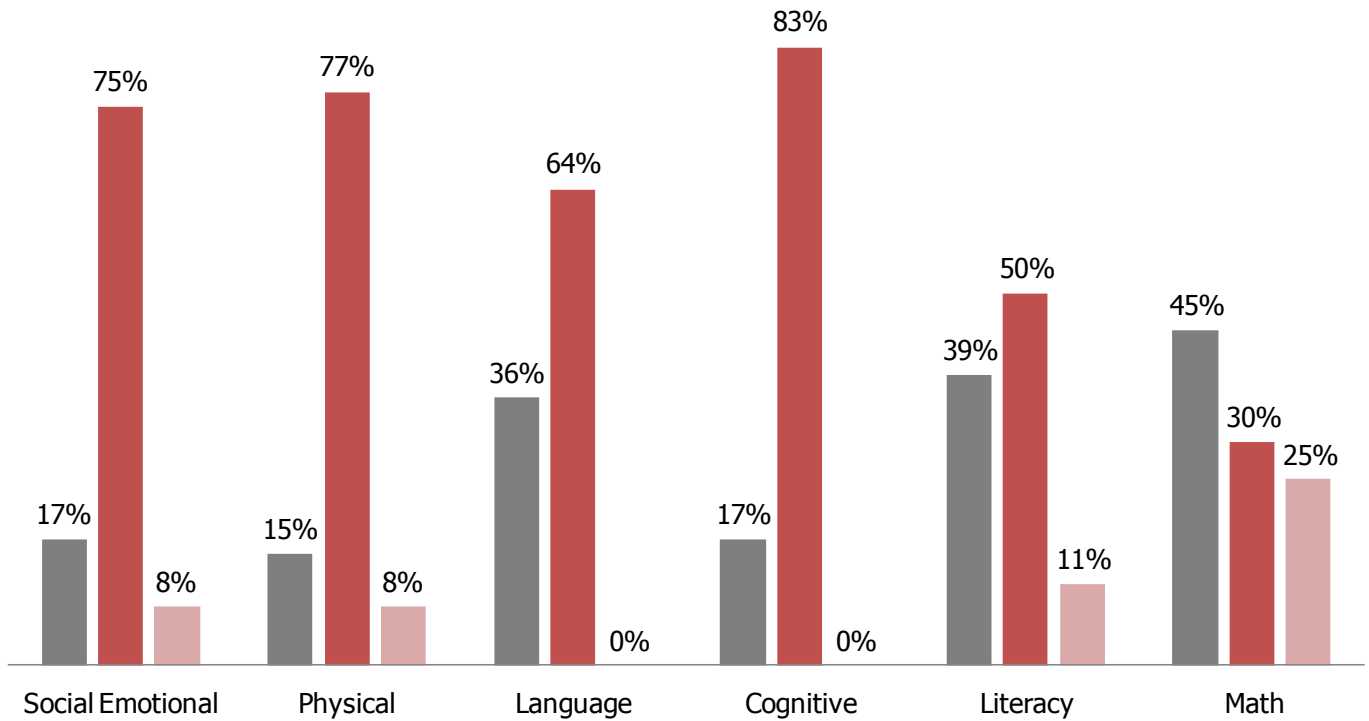
### Early Head Start Child Outcomes (1-2yrs)

■ Below Expectations ■ Meeting/Exceeding Expectations ■ Exceeding Expectations



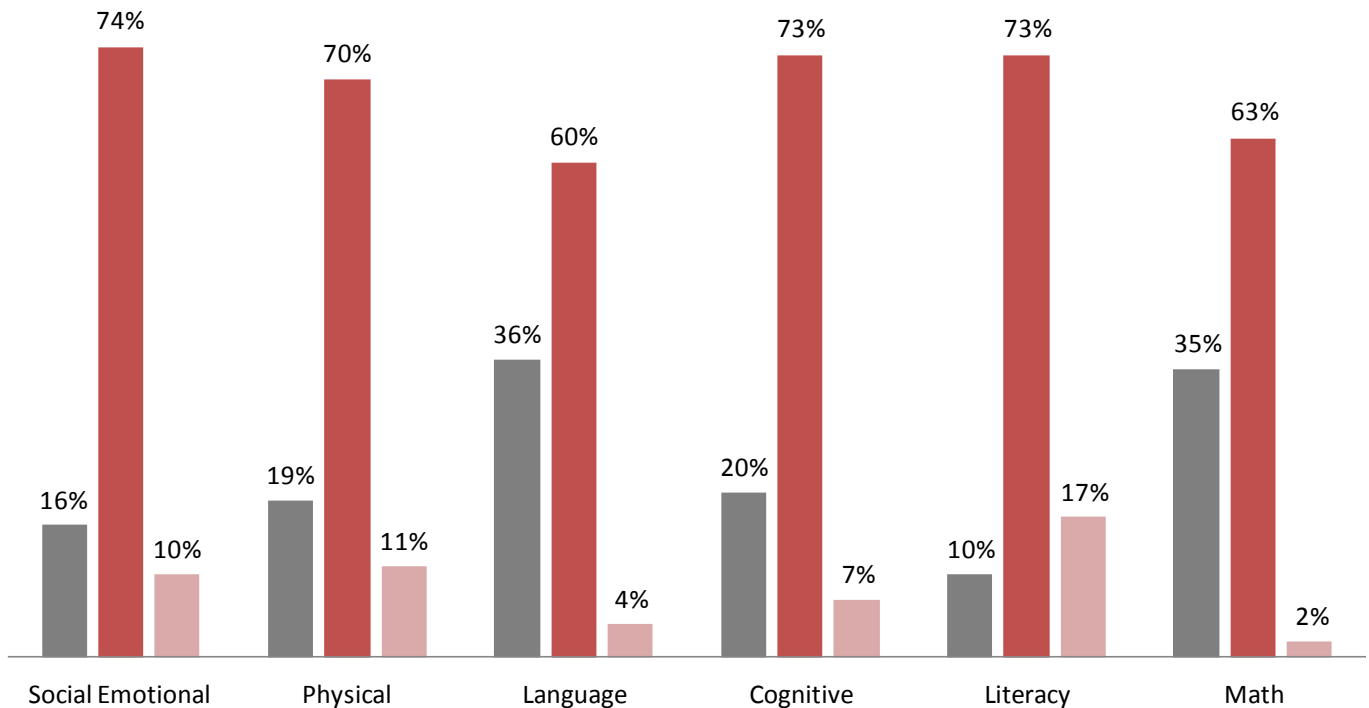
### Early Head Start Child Outcomes (Birth-1)

■ Below Expectations ■ Meeting/Exceeding Expectations ■ Exceeding Expectations



### EHS-CCP Birth - 3yrs

■ Below Expectations ■ Meeting Expectations ■ Exceeding Expectations



# CLASS Review

4C continues to support our teachers' professional development in CLASS by providing ongoing coaching in Emotional Support, Classroom Organization and Instructional Support domains. The results of our CLASS review are a clear indication of our growth and continued dedication to providing quality academic services to children. In comparison to our last CLASS review, all of our hard work has paid off with significant growth in all domains. We are very excited about how far we have come and will continue ongoing coaching that is inclusive of coaching plans with individualized support.

## Class Review 2016

DOMAIN	Score	DOMAIN	Score	DOMAIN	Score
Emotional Support	6.0208	Classroom Organization	5.4352	Instructional Support	3.1852





# School Readiness and New Head Start Early Learning Outcomes Framework

4C has ensured that our school readiness goals align with the new Head Start Early Learning Outcomes Framework. Ongoing trainings have been provided to introduce the changes to the framework that will encourage our education service area to review curriculum, assessments and teacher-child interactions to confirm that children and families leave us with the tools needed for a successful transition to kindergarten. The interactive framework, we have found, provides much needed guidance for teachers new and old to the Head Start family.

## Guest Reader's Week

In celebration of Head Start Awareness Month, 4C held a Guest Reader's Week Event that featured parents, program staff and community partners as readers in the classroom. This annual event is an ongoing effort to support language and literacy development as a part of school readiness.





# Cultural and Linguistics Responsiveness

Education ensures our classroom environments are welcoming and reflects the diverse backgrounds of our families with authenticity. Posters, pictures classroom materials are always responsive and portray the various languages and cultures of our population in a respectful manner. We provide opportunities for our families to volunteer in classrooms to share stories and activities in their home language throughout the year. Teachers individualize with our dual language children using information from observations and parental input. It is an ongoing collaboration with parents to support proficiency in both languages through curriculum and parent engagement events.



**“Cultural Competency” and “Language and Literacy for English Learners” training is provided to the staff.**



# Program Accomplishments

- The program was monitored by the Office of Head Start in the are of comprehensive services and team had no concerns and no findings
- The program was able to replace seven of its older classroom trailers with newer up to date trailers and was able to fill them with new classroom furniture and materials.
- The program was selected as one of the seven programs in Florida to oversee the Office of Head Start's new Child Care Partnership Program and was able to successfully launch the program in Orange and Seminole Counties
- Developed SFA (Senior Family Advisor) roles to foster more professional development through coaching and monitoring
- Two CCP Education Specialists and three QA Specialists obtained infant and toddler CLASS Observer certification

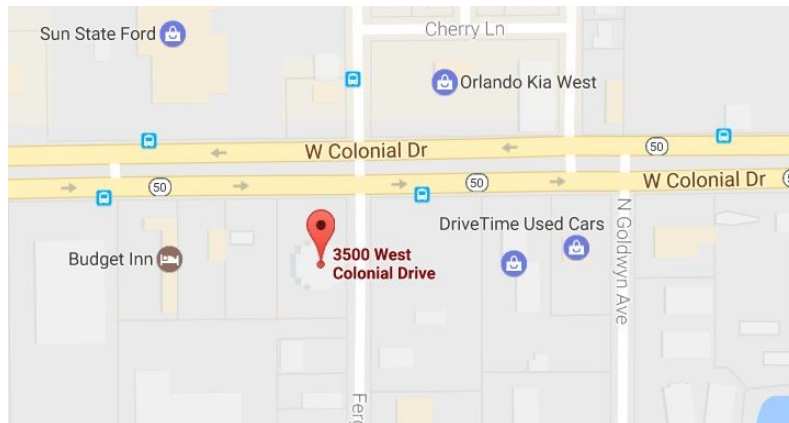


## (4C) Office Locations

**Community Coordinated Care for Children, Inc. (4C) has two administrative office locations in Central Florida.**

### **Orange County Location**

3500 West Colonial Dr.  
Orlando, FL 32808  
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[www.4cflorida.org](http://www.4cflorida.org)



### **Osceola County Location**

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