





# **2018-19**

Head Start/Early Head Start Annual Report

### **Organization values and mission**

#### 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

#### **Program Values**

The uniqueness and strength 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.

### The 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.

### **Connect with us**





pinterest.com/4cflorida/



Linkedin.com/company/1012478

flickr.com/photos/4cflorida/albums

### CONTENTS

- 4 Executive Summary
- 6 Program Governance
- 7 Organizational Structure
- 8 Site Locations
- **10** Financials
- **12** Children and Family Statistics
- **15** Comprehensive Services
- **20** Collaborations & Partnerships
- 22 Family & Community Engagement
- 23 Job Training & Employment
- 24 Education Services
- **28** Program Supports
- **30** Program Accomplishments



## **Executive Summary**

The 2018/2019 program year has been successful and adventurous for Head Start/Early Head Start here at Community Coordinated Care for Children, better known as 4C. With our expansion of services this year, we continue to accomplish our goals of making a difference in the lives of families and children within the tri-county area of Orange, Osceola and Seminole counties.

Through the ongoing efforts of our Board of Directors, Executive and Leadership Teams, our dedicated staff, instrumental Policy Council and community members, we continuously breathe life into the Head Start model; in which every child, regardless of circumstances at birth has the ability to reach their full potential.

With collaboration and stellar leadership, our program continuously provides families and children access to high quality early educational programs in their earliest and most vulnerable years. Our Head Start, Early Head Start and State funded programs are the foundation that builds school readiness and future success. We know that our young children today are our future tomorrow. Investing in children is why we are committed to providing comprehensive services with excellence.



### **Our Board**

**Chair Jason Kimmel** Morgan & Morgan, P.A.

Vice Chair Brandon W. Banks, Esq. Walsh Banks, PLLC

**Treasurer Joseph Macau** Health Care Services of Florida and Florida Cardiology

Secretary Allison Gallagher Attorney at Akerman LLP

### Members

**Oluchi Chuku** Bank of America, N.A.

Brian Coatoam Merrill Lynch

Aquila Drayton HS/EHS Policy Council Chairperson Julianna Eldemire Moxe´

**Robert Gerencser** PepsiCo

Matthew Jantomaso Brain Mechanics Corp.

Tom McGaffic Marsh & McLennan Agency

**Roger Ollanketo** Smart Solutions Realty, LLC

Jennifer Porter-Smith Nap Ford Community School Inc.

Michael Rosillo Vestal & Wiler CPAs

Alejandro (Alex) Sorondo HNTB Corporation

**Tyra L. Witsell** Witsell & Associates

**4C Board Consultant** Linda Armstrong



### **Program Governance**

The governance of Head Start, Early Head Start, and Early Head Start-Child Care Partnerships is shared by the 4C Board of Directors and the Policy Council. The shared responsibility for policy oversight is related to program design and implementation, as well as the quality of services for Head Start children and families. The Policy Council is comprised of 90% parents of currently enrolled children, 6.7% Community Partners and 3.3% 4C Board of Directors Liaison.

The Policy Council's regularly scheduled meetings are on the fourth Wednesday of each month at 6:00 PM. All parents of Head Start, Early Head Start, and Early Head Start-Child Care Partnership children are welcome to attend, but only elected representatives are given the opportunity to vote on presented issues. Meetings are held at 4C's offices and classroom sites in Orange, Osceola, and Seminole counties.

### **Policy Council Members and Community Representatives**

### Aquila Drayton Policy Council Chair

#### Michelle Reed Policy Council Secretary

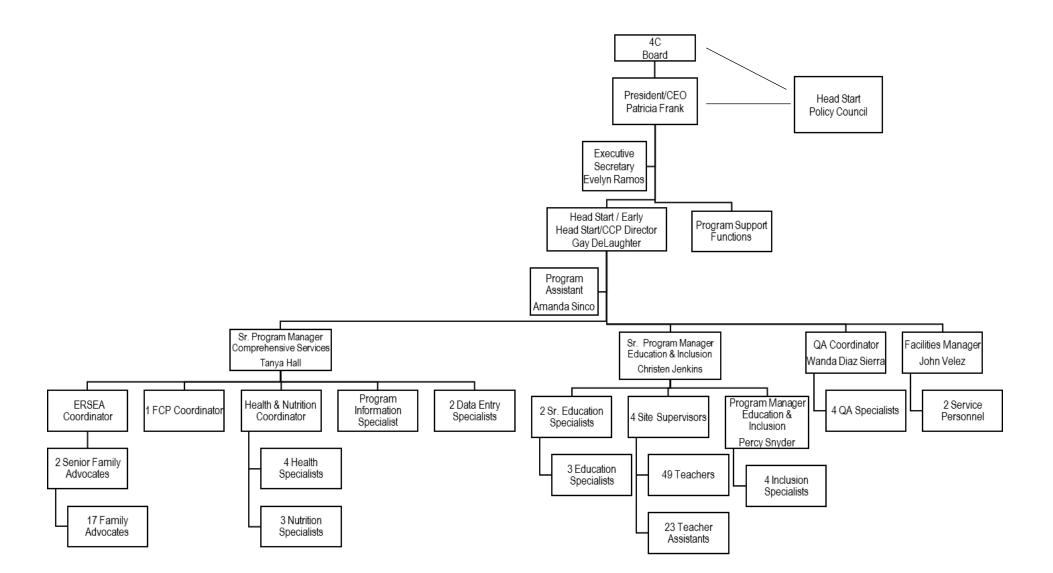
Chekasha Richardson Christine Pryor Dawud Hodges Evelyn Coley Pauline Perkins Jherson Martinez Aquila Drayton Glorimar Conat Danielle Simpson Shaney Watkins Stephanie Aguasvivas Clara Padilla Emir Couvertier Maria Rivas Heraldo Rodriguez Sharon Bailey Tiffany Brinson Anissa Cleveland Cassie Crider Stephanie Shelton Perline Jean-Laurent Nourphit Pierre Rebecca Schaer Barbara Ozuna Kiana Pascoe

#### **Community Representatives**

AnnMarie Alvarado - Children's Home Society

**4C Board Liaison** Shanika Preston





#### **ORANGE COUNTY**

#### EHS AGENCY

Rio Grande 1264 South Rio Grande Ave. Orlando, FL 32805

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

CHS 1485 S. Semoran Blvd., Suite 1402 Orlando, FL 32812

A Gateway Rising 3323 Westland Dr. Orlando, FL 32818

First Steps Kids Academy 2876 Alafaya Trail Orlando, FL 32828

Orlando Day Nursery 626 Lake Dot Cir. Orlando, FL 32808

Pine Hills Pre School 627 N. Pine Hills Rd. Orlando, FL 32805

UCP Downtown 4680 Lake Underhill Rd. Orlando, FL 32807

#### UCP Pine Hills 5800 Golf Club Parkway Orlando, FL 32808

#### EHS CCP SUB-CONTRACTED SITES

Apopka Child Academy 170 E. Magnolia St. Apopka, FL 32703

Early Education Station 3311 N. Power Dr. Orlando, FL 32818

Frontline Outreach Center 3000 C.R. Smith St. Orlando, FL 32805

Golden Bear Academy 421 S. Goldenrod Rd. Orlando, FL 32822

Hartage FCC 4862 Indialantic Dr. Orlando, FL 32808

My Destiny Academy 1235 W. Michigan St. Orlando, FL 32805

Pine Hills Preschool 627 N. Pine Hills Rd. Orlando, FL 32808

#### **OSCEOLA COUNTY**

#### EHS AGENCY

Palm Plaza 2232 East Irlo Bronson Hwy. Kissimmee, FL 34744

#### HS AGENCY

Baker 3500 Baker Dr. Kissimmee, FL 32741

Palm Plaza 2232 East Irlo Bronson Highway Kissimmee, FL 34744

#### EHS SUB-CONTRACTED SITES

Ericka Montoya 967 Gascony Ct. Kissimmee, FL 34759

Little Angels Family Child Care 1609 Eola Ct. Kissimmee, FL 34741

Naomi Helligar Family Child Care 2361 North Smith St. Kissimmee, FL34744

Kids Palace 1336 E. Vine St. Kissimmee, FL 34744

#### HS SUB-CONTRACTED SITES

Dreaming Big 3301 W. Oak St. Kissimmee, FL 34741

#### **SEMINOLE COUNTY**

#### HS AGENCY

Altamonte 525 Pine View St. Altamonte Springs, FL 32701

Lawton 188 S. Lake Jessup Ave. Oviedo, FL 32765

Midway 2255 Rightway Ave. Sanford, FL 32771

Pine Crest HS 405 W. 27th St. Sanford, FL 32773

5th Ave 419 S. Park Ave Sanford, FL 32771

#### EHS AGENCY

My Little Castle 919 E. Orange Ave. Longwood, FL 32750 Longwood Community Preschool 220 E. Wildmere Ave. Longwood, FL 32750 Rising Star - Longwood 1455 South 17-92 Longwood, FL 32750

#### HS SUB-CONTRACTED SITES

Coqui Academy 2401 S Park Ave. Sanford, FL 32771 Teddy Bear 174 Jay Dr. Altamonte Springs, FL 32714

Lake Mary Bilingual 3590 N. Hwy. 17-92, Suite 108 Lake Mary, FL 32746

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

Light Years Ahead 398 Douglas Ave. Altamonte Springs, FL 32714

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

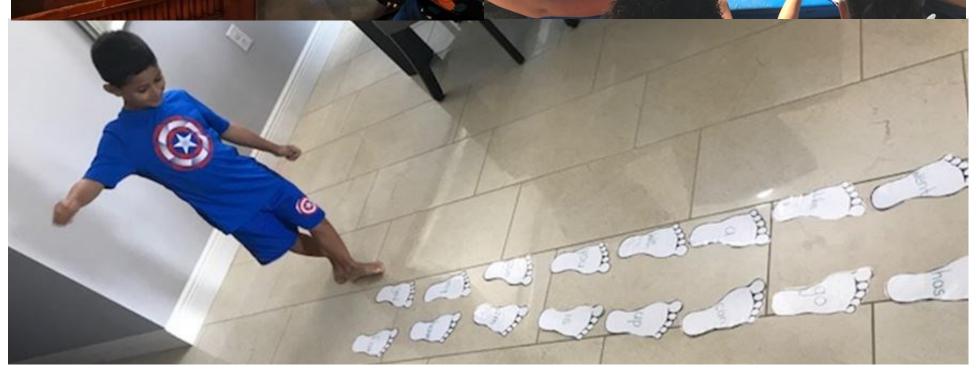
Kid's Castle Childcare 2536 South Elm Ave. Sanford, FL 32773



### **Financials**

		Anı	nual Report						
									9-2020
2018-2019		HS		EHS		nbined	ССР	EXP	
Revenue	Operating Funding	\$	4,171,106	\$	3,489,323	\$ 7,660,429	\$ 4,064,643	\$	2,412,450
	T&TA	\$	50,024	\$	81,631	\$ 131,655	\$ 96,327	\$	60,311
	Supplemental	\$	306,000	\$	162,000	\$ 468,000	\$-	\$	764,595
	VPK Funding	\$	178,490	\$	-	\$ 178,490	\$-	\$	-
	Osceola	\$	113,000	\$	20,000	\$ 133,000	\$-	\$	-
	City of Kissimmee	\$	8,000	\$	-	\$ 8,000	\$-	\$	-
	Disney	\$	13,035	\$	6,715	\$ 19,750	\$-	\$	-
	Other/Misc	\$	44,687	\$	-	\$ 44,687	\$-	\$	-
	In-Kind	\$	929,070	\$	577,778	\$ 1,506,848	\$ 935,903	\$	-
	TOTAL	\$	5,813,412	\$	4,337,447	\$ 10,150,859	\$ 5,096,873	\$	3,237,356
2018-2019	Program Expenditures	\$	5,751,561	\$	4,193,635	\$ 9,945,196	\$ 4,918,615	\$	365,114
Expenses	T&TA	\$	49,932	\$	73,687	\$ 123,619	\$ 86,343	\$	12,768
	Remaining Balance	\$	11,919	\$	70,125	\$ 82,044	\$ 91,915	\$	2,859,474
	TOTAL	\$	5,813,412	\$	4,337,447	\$ 10,150,859	\$ 5,096,873	\$	3,237,356
2019-2020	Operating Funding	\$	3,925,721	\$	3,870,298	\$ 7,796,019	\$ 4,136,587	\$	2,412,450
Budget	T&TA	\$	50,024	\$	81,631	\$ 131,655	\$ 96,327	\$	60,311
	VPK Funding	\$	358,171	\$	-	\$ 358,171	\$-	\$	-
	Osceola	\$	113,000	\$	20,000	\$ 133,000	\$-	\$	-
	City of Kissimmee	\$	8,000	\$	-	\$ 8,000	\$ -	\$	-
	In-Kind	\$	514,765	\$	967,982	\$ 1,482,747	\$ 1,058,229	\$	618,190
	TOTAL	\$	4,969,681	\$	4,939,911	\$ 9,909,592	\$ 5,291,143	\$	3,090,951

# TRANSFORMING LIVES



### **Children and Family Statistics**

#### Head Start

The cumulative enrollment in the Head Start program was 529. Eighty-two percent (82%) of the cumulative enrollment or 434 families were below the income poverty guideline used for eligibility. Nine percent (9%) (47 families) received public assistance. Zero percent (0%) (3 families) reported having a foster child. Nine percent (9%) (45 families) were homeless and zero percent (0%) (0 families) had income above the poverty guidelines.

#### Early Head Start

The cumulative enrollment in the Early Head Start program was 400, with 77 percent (77%) (307 families) below the poverty level income guidelines. Nine percent (9%) (37 families) received public assistance. Fourteen percent (14%) (54 families) of the families reported that they were homeless. Zero percent (0%) (1 family) reported having a foster child. Zero percent (0%) (1 family) was over the income poverty guideline required for eligibility.

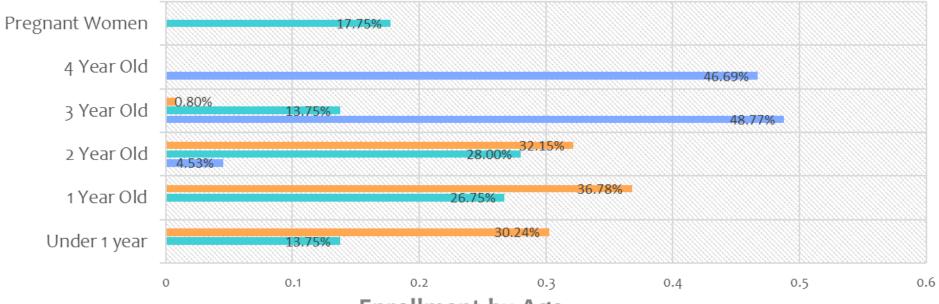
#### Early Head Start - CCP

EHS-CCP had a cumulative enrollment of 367. Eighty-seven percent (87%) or (321 families) were below the poverty level income guidelines used for eligibility. Eight percent (8%) or (29 families) received public assistance. Zero percent (0%) (0 family) reported having a foster child. Four percent (4%) or (16 families) were homeless and zero percent (0%) or (1 family) had income above the poverty guidelines.

	Income Below 100%	Public Assistance	Foster Child	Homeless	Over income	Totals
Head Start # of Families	434	47	3	45	0	529
Head Start Percentage	82%	9%	0%	9%	0%	100%
Early Head Start # of Families	307	37	1	54	1	400
Early Head Start Percentages	77%	9%	0%	14%	0%	100%
EHS-CCP # of Families	321	29	0	16	1	367
EHS-CCP Percentages	87%	8%	0%	4%	0%	100%

### **Enrollment by Age**

### ■ EHS-CCP ■ Early Head Start ■ Head Start



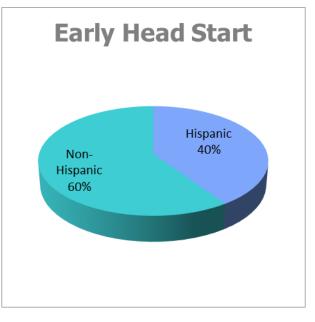
### **Enrollment by Age**

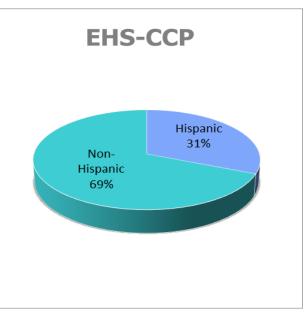
	Head Start	Early Head Start	Early Head Start-CCP
Pregnant Mothers		71	
Under 1		55	111
1 year old		107	135
2 year old	24	112	118
3 year old	258	55	3
4 year old	247		
5 year old			

### **Ethnicity Comparison Across our Programs**

	Indian/Alaskan	Asian	Black	Pacific Is- lander	White	Multi/Biracial	Totals
Head Start # of Children	2	0	214	2	292	19	529
Head Start Percentage	.5%	0%	40%	•5%	55%	4%	100%
Early Head Start # of Children	2	2	228	1	149	18	400
Early Head Start Percentage	.5%	•5%	57%	0%	37%	5%	100%
EHS-CCP # of Children	5	4	242	2	93	21	367
EHS-CCP Percentage	1%	1%	66%	0%	25%	6%	100%







### **Comprehensive Services**

### Health Services 2018-2019

PIR Performance Indicator	HS (529)	EHS (329)	CCP (367)
	113 (323)	LIIS (329)	CCF (307)
Children with health insurance	507 (96%)	318 (97%)	363 (99%)
Children with private health insurance	8 (2%)	4 (1%)	5 (1%)
Children enrolled in CHIP (Children's Health Insurance Program) and/or Medicaid	497 (98%)	314 (95%)	358 (98%)
Children with continuous accessible health care	516 (98%)	329 (100%)	363 (99%)
Children up to date on schedule of EPSDT (Early Periodic Screening, Diagnostic & Treatment) at end of year	529 (100%)	329 (100%)	367 (100%)
Children up to date on immunization	495 (94%)	259 (79%)	358 (98%)
Children who completed professional dental exam	165 (31%)		
Children with continuous accessible dental care provided by dentist	507 (96%)	284 (86%)	363 (99%)
Children up-to date on age appropriate and primary oral health on schedule of EPSDT		242 (74%)	276 (75%)



### **Nutritional Services**

4C HS/EHS believes that good nutrition is an essential part of leading a healthy lifestyle. This program year, we served breakfast, lunch, and PM snacks to the children at our agency operated sites. 4C's nutrition program abides by the USDA meal pattern requirements, emphasizing whole grains, fresh fruits, vegetables, protein, and dairy products. It is our goal to meet the nutritional needs and feeding requirements of each child. We encourage all meals to be served "Family Style" to encourage socialization and positive experiences during meal time.

(July 2018 - June 2019)						
Head Start	Early Head Start					
Breakfast– 36,287	Breakfast– 13,115					
Lunch– 36,527	Lunch- 13,970					
PM Snack– 33,244	PM Snack- 12,320					

Note: These numbers reflect agency operated sites only. Head Start, Early Head Start, and CCP/EHS contracted sites are not reflected in the counts because they provide their own meals to the children.

### **Disability Services**

Inclusion services promote effective teaching and an inclusive environment for those children who vary in skills, abilities and who may or may not have been identified to have a disability and/or special need under IDEA. Children with possible developmental concerns are referred to Part C, Early Intervention or Local Education Agency (LEA) partners for further evaluation. Inclusion services assist teachers and parents in identifying disabilities at an early age, in order to develop an Individualized Family Service Plan (IFSP) or Individualized Education Plan (IEP), as needed. The goals and outcomes of these individualized plans are to ensure a coordination of services such as individualized therapy and classroom environments that meet individual children's special needs. Effectively coordinating services as early as possible will allow the best possible positive outcomes for the children and families we serve. During the 18-19 program year, all programs met the Head Start Performance Standard offering that at least 10% of children served have an identified disability.

r Services Provided		# of Head Start children and fami- lies	ССР	Total
Children identified as Children with Disabilities	42 IFSPs	66 IEPs	33 IFEPs 6 EPs	147
Children with identified concerns, (private services, not eligible for special services, undetermined)	47	155	54	256
Collaboration with new and existing community agencies and providers through MOUs or contracts	Ş			5 agencies

- \* Recruitment and referrals occur through collaborations with Part B, Part C IDEA partners.
- \* Children identified with possible developmental concerns are referred to Part C, Early Intervention or to 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, developmental delay and speech/language impairment.
- \* The program requires that at least 10% of children served be children with disabilities. We ended the year serving 13.53% children with disability in HS, 11.44% in EHS and 9.92% in CCP.

### **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. Agency and contracted staff have received trainings throughout the year to help identify children that have mental health needs and strategies to promote positive social emotional growth.

Services Provided	# of Early Head Start		ССР	Total
	children and families	children and families		
Children referred to outside agency for services	7	68	13	88
Families who received Mental Health supports	15	52	17	84
Children for whom the Mental Health Professional consulted with program staff about the child's behavior / mental health	8	84	22	114
Children who received screening for social emotional status	162	145	121	428
Pregnant women who received services	71	N/A	N/A	71
Pregnant women who received services for postpartum Mental Health intervention	59	N/A	N/A	59
Facilitated agreements with outside Mental Health agencies	3 agencies with outside agreements	4 agencies with outside agreements	3 (Same as EHS)	4
Collaboration with existing community agencies and providers through MOUs or contracts	1 agency with outside agreement	2 agencies with outside agreements	1 (Same as EHS)	3

### **Quality Assurance and Ongoing Program Monitoring**

4C Head Start, Early Head Start and Early Head Start Child Care Partnership (HS/EHS/CCP) programs use ongoing monitoring to continually assess progress toward meeting program goals and objectives, as well as avenues to remain in compliance with regulatory requirements. Ongoing monitoring measures the program's performance. This design of monitoring helps the 4C program identify areas of concern, make immediate corrections, track progress, identify trends and generate reports. Monitoring results are used as a data source for the annual Self-Assessment.

The Quality Assurance (QA) department conducts the QA monitoring one time per quarter in each classroom and center at each directly operated and contracted location. During the 2018/2019 program year monitoring were conducted approximately 364 times. More than 350 follow-ups were conducted during this period of time to ensure all non-compliances were brought into compliance.

#### Ninety-eight percent of all non-compliances were brought back into compliance within the specified time frames.



### Working with diverse partners

















United States Department of Agriculture Food and Nutrition Service PNC BANK



Nemours. Children's Health System





20





















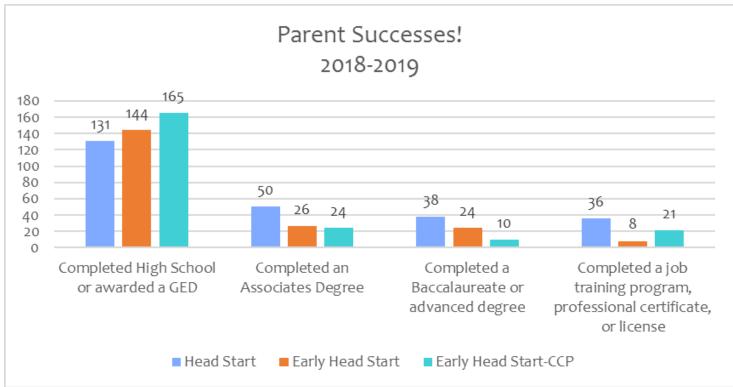


WALT DISNEPWorld.



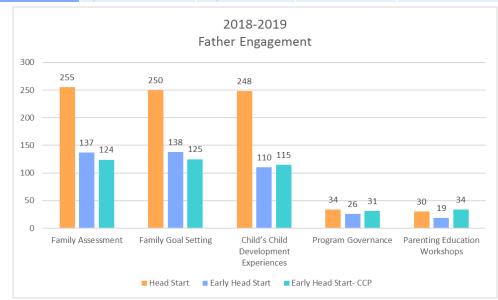


### Family and Community Engagement



Total Number of Families:	Head Start	Early Head Start	Early Head Start- CCP
Two-parent families	190	105	50
Single-parent families	296	229	265
Two-parent families			
Both parents employed	37	25	27
One parent employed	125	65	20
Both parents not working	28	15	3
Single-parent families			
Parent employed	156	118	217
Parent not working	140	111	48

	Head Start		Early Head Start	:	Early Head Start-CC	P
	Needs Identified at Assessment	Services Provided (referral follow through)	Needs Identified at Assessment	Services Provided (referral follow through)	Needs Identified at Assessment	Services Provided (referral follow through)
Emergency crisis intervention	33	33	32	26	22	18
Housing Assistance	46	15	27	17	39	17
Mental Health Services	62	52	14	8	19	17
English as a second language training	64	46	13	11	15	9
Adult Education	54	16	13	7	72	30
Job Training	26	10	15	9	26	16
Substance Abuse prevention	2	0	1	0	0	0
Substance Abuse Treatment	2	0	3	1	0	0
Child abuse and neglect services	4	2	3	4	2	2
Domestic Violence services	7	5	2	3	0	1
Child support assistance	4	2	1	0	2	1
Health education	35	32	86	80	50	43
Assistance for families of incarcerated individuals	4	4	3	0	1	0
Parenting education	22	20	81	79	128	104
Relationship/marriage Education	1	0	3	2	1	0
Asset building services	11	10	10	8	58	24
Total	197	159	151	122	202	166

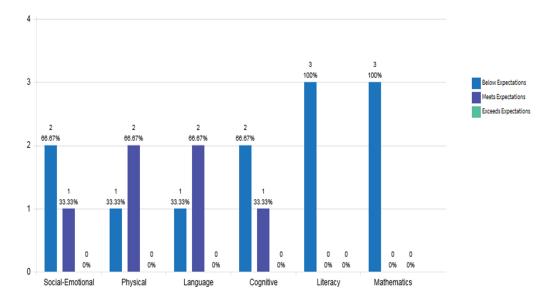


#### Fall 2018/2019 - Widely Held Expectations

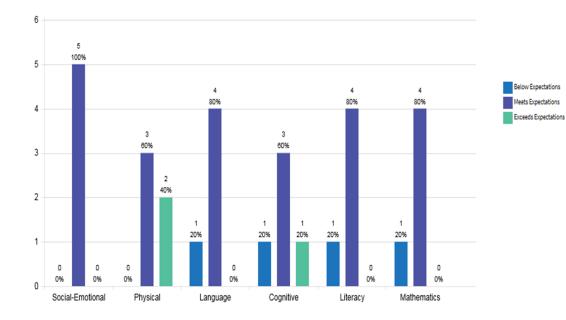
### **Education &**

### **Developmental Services**

### HS TS Gold Fall 2018 Data Outcomes



#### Spring 2018/2019 - Widely Held Expectations



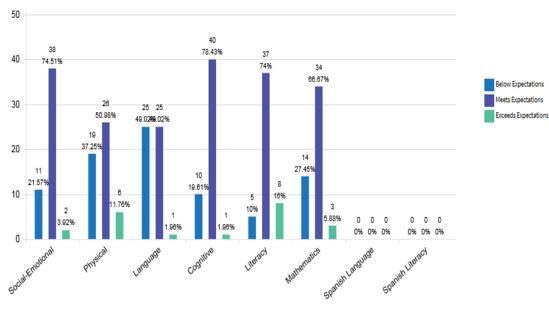
### HS TS Gold Spring 2019 Data

**Outcomes** 



Fall 2018/2019 - Widely Held Expectations

Rectangular Snip



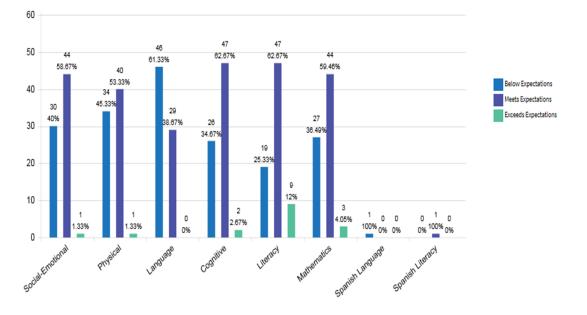
### EHS TS Gold Fall 2018 Data Outcomes



Spring 2018/2019 - Widely Held Expectations

Rectangular Snip

EHS TS Gold Spring 2019 Data Outcomes



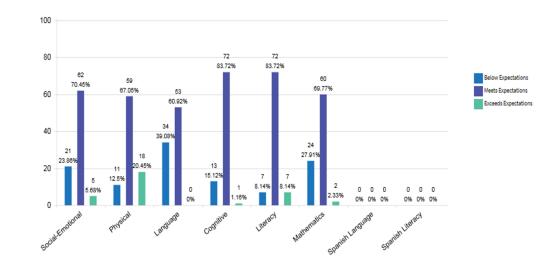
#### - Community Coordinated Care for Children

#### Fall 2018/2019 - Widely Held Expectations

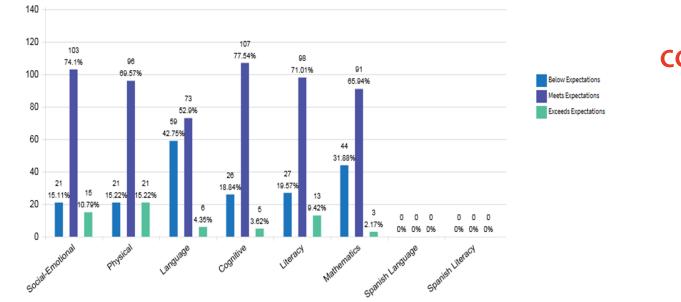
### CCP TS Gold Fall 2018 Data

**Outcomes** 



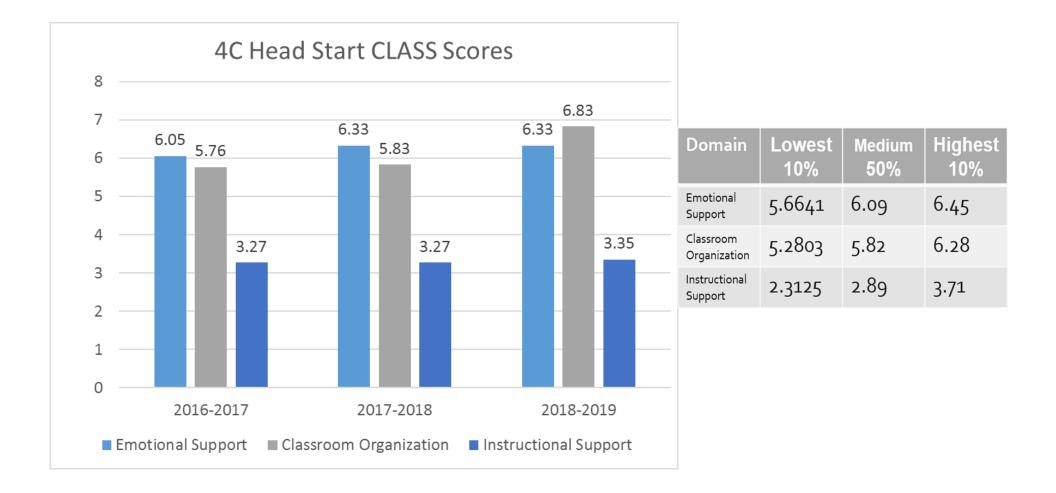


#### Spring 2018/2019 - Widely Held Expectations



CCP TS Gold Spring 2019 Data Outcomes

### **Class Review**



### **Reading is Essential**

Reading aloud is the single most important thing we can do to help prepare our children for reading and learning. Each year, 4C celebrates Guest Reader's Week in October. Parents, staff and members of the community come and read to our children. This year we had the privilege of having parents and board members come to 4C Guest Reader's Week.



### **Cultural and Linguistics Responsiveness**

The classroom environment in all programs reflects and welcomes the diverse backgrounds of our families. The population we serve includes families of many languages and cultures. Posters, pictures and classroom materials are labeled with the languages and respectfully portray the cultures of the families we serve. We provide many opportunities for our families to volunteer in classrooms to share stories and activities in their home language throughout the year.





Teachers individualize with dual language learners using information from observations and parental input. This is an ongoing collaboration with parents to support proficiency in both languages through curriculum and parent engagement events.

### **Our Accomplishments**

- 4C was awarded 4.3 million dollars to expand the Early Head Start program in Orange County. As a result of this funding 150 additional families will receive services.
- Eight new playgrounds were designed and constructed in the 2018/2019 school year and planning is underway to build more in the 2019/2020 year.
- Several staff including Teachers, Education Specialist, Site Supervisors and Quality Assurance Specialist completed their certification for CLASS Reliable Observers.
- The Health and Nutrition Team was awarded a "GOLD" in the Florida Early Care and Education Recognition Program (ECE) for each of the 11 sites that participated. The ECE program promotes best practices in the areas of healthy eating, healthy beverage consumption, reduced screen time, physical activity, and infant feeding to prevent obesity in children later in life. Kaplan awarded each site \$350.00.
- The number of program volunteers increased during the program year. Parents and community members assisted in the increase of volunteer hours. Policy Council attendance also increased, with 92 percent of the meetings having quorum.
- The Nurturing Parenting Curriculum was implemented at the majority of the Parent Meetings.
- All program Education Specialists are ITERS/ECERS certified.
- 4C has identified and deemed its coaching model "Practice Based Coaching" (PBC). PBC is a coaching program to help develop teachers in developmentally appropriate teaching practices.
- CLASS scores increased in two areas classroom organization and instructional support.

### **Opportunities for Growth**

The program faced a challenge with meeting its required non-federal share. The program will continue refining strategies for increasing volunteerism and cash donations

The lack of owned facilities has presented challenges for the program. 4C will seek avenues to purchase facilities in the 2019/2020 program year.

### **Our Offices**

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

**Orange County** 

3500 West Colonial Dr.

Orlando, FL 32808

Phone: (407) 522-2252

Fax: 407-445-7360

www.4cflorida.org

**Seminole County** 

740 FL Central Parkway, #1028 Longwood, FL 32750 Phone: (407) 332-5090

> 4195 S. Park Ave. Sanford, FL 32771 Phone: (321) 363-3836

#### **Osceola County**

2220 E. Irlo Bronson Memorial Hwy, Unit #7

Kissimmee, FL 32750

Phone: (321) 219-6300



# **CHANGING A LIFE LASTS A LIFETIME**