



2019-20

Head Start/Early Head Start  
Annual Report

## 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](http://4cFlorida.org).



## 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.



## Program Values

1. Knowledge of and belief in inclusive, developmentally appropriate learning environments that recognize and honor the unique strengths and needs of all children and families.
2. Respect for our employees, children, families, and community; and
3. Partnerships and bonds with families and the community.





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# Executive Summary

In the face of the impacts of COVID-19 this year, Community Coordinated Care for Children, Inc. (4C) has continued to focus on its mission, “To be a community leader in providing high quality services that improve the lives of children and families”. The 4C agency faced a variety of challenges because of the pandemic. The Head Start/Early Head Start program confronted these issues head on, setting in motion the necessary plans to continue to meet the needs of families, employees, and the Central Florida community we are funded to serve. Based on funding from the Office of Head Start and the CARES Act, families were served remotely and all staff were able to maintain their employment.

During the month of March 2020, the program had its Focus Area One monitoring review. The review determined all areas of operation to be in compliance with the Head Start Program Performance Standards; no areas of concern were noted. Both the Policy Council and the Board of Directors are involved in the development of the program plans and budgets. 4C Head Start/Early Head Start strives to prepare children for school and life-long learning through the provision of comprehensive services that support their health, wellness, and physical development.

With over 1,300 families participating and seven different ethnicities represented within the four programs, a great deal of effort goes into assuring a diverse staff is in place to guarantee inclusion. All educational, parent engagement and comprehensive services are reviewed and redesigned as needed to encompass all ethnic groups. Eighty-four of the participants had incomes at or below 100% of the federal poverty level, with eight percent receiving some sort of public assistance. Two percent of the enrollment was involved in the Foster Care system and 6% were deemed homeless.

Health insurance is a necessity for children and their families. When children have consistent access to health insurance, the benefits are immense and reach far beyond the scope of the health care system. 91% of the enrolled children were adequately covered with insurance and 95% had continuous accessible health care.

Good nutritional services are aligned with excellent healthcare. Over 93,000 nutritious meals were served family style to all children enrolled at directly operated locations. Disability services were provided to 9% of the enrolled children. The program fell slightly below the required 10%, despite the program’s diligent efforts to recruit and enroll children with known or suspected disabilities. Waivers were issued for this shortfall. Mental health services are aligned with the disability section and are referred to as inclusion services. Mental health services were provided to 71 families throughout the program year.

# Executive Summary

Parent and community engagement is key to the success of the children, families and the program. Seventy-three percent of the enrolled families identified a specific need during their enrollment, and these concerns were addressed during the program year. Referrals for families ranged from assistance with resolving homelessness to asset building. Optimal outcomes in education and developmental services hinge upon parent participation and involvement. Unfortunately, the pandemic did not lend itself to desired participation, tracking or outcomes within these areas. Though services were offered virtually for the last quarter of the program year, the collection of data was compromised. In addition to remote learning opportunities, the program coordinated family distribution events that provided families with educational activities and resources for students along with resources for food, household, and cleaning supplies.

As we move into the 20/21 program year, a major focus will be placed on providing trauma-informed care with the newly awarded quality funds. Trauma is having an injurious effect on the mental health and well-being of individuals of all ages. Experiencing trauma can impede an individual's ability to appropriately function, and flourish in different environments. The implementation of these services will further stimulate children's school readiness, promote the self-sufficiency of families, and build a better community and future for all.

*Gay DeLaughter*

Head Start/Early Head Start Director

*Patricia Frank*

President and Chief Executive Officer

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**Linda Armstrong**

4C Board Consultant



# Program Governance

The governance of all Head Start Programs 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 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**

Crystal Anderson

### **Policy Council Secretary**

Wesley Turner

### **Treasurer**

AnnaMaria Alvarado - Children's Home Society

### **Community Representatives**

Aquila Drayton

### **4C Board Liaison**

### **Site Representatives**

Melissa Korterba

Lakeshia Jordan

Pleasure Sutton

Charlene Vidot-Gonzalez

Monique Dorman

Harry Roberts

Johana Caceres

Stephanie Rios

Louislyia Vasquez

Nouran Barakat

Johala Richelie

Clara Padilla

Latoya Arrington

Nouran Barakat

Crystal Anderson

Harry Roberts

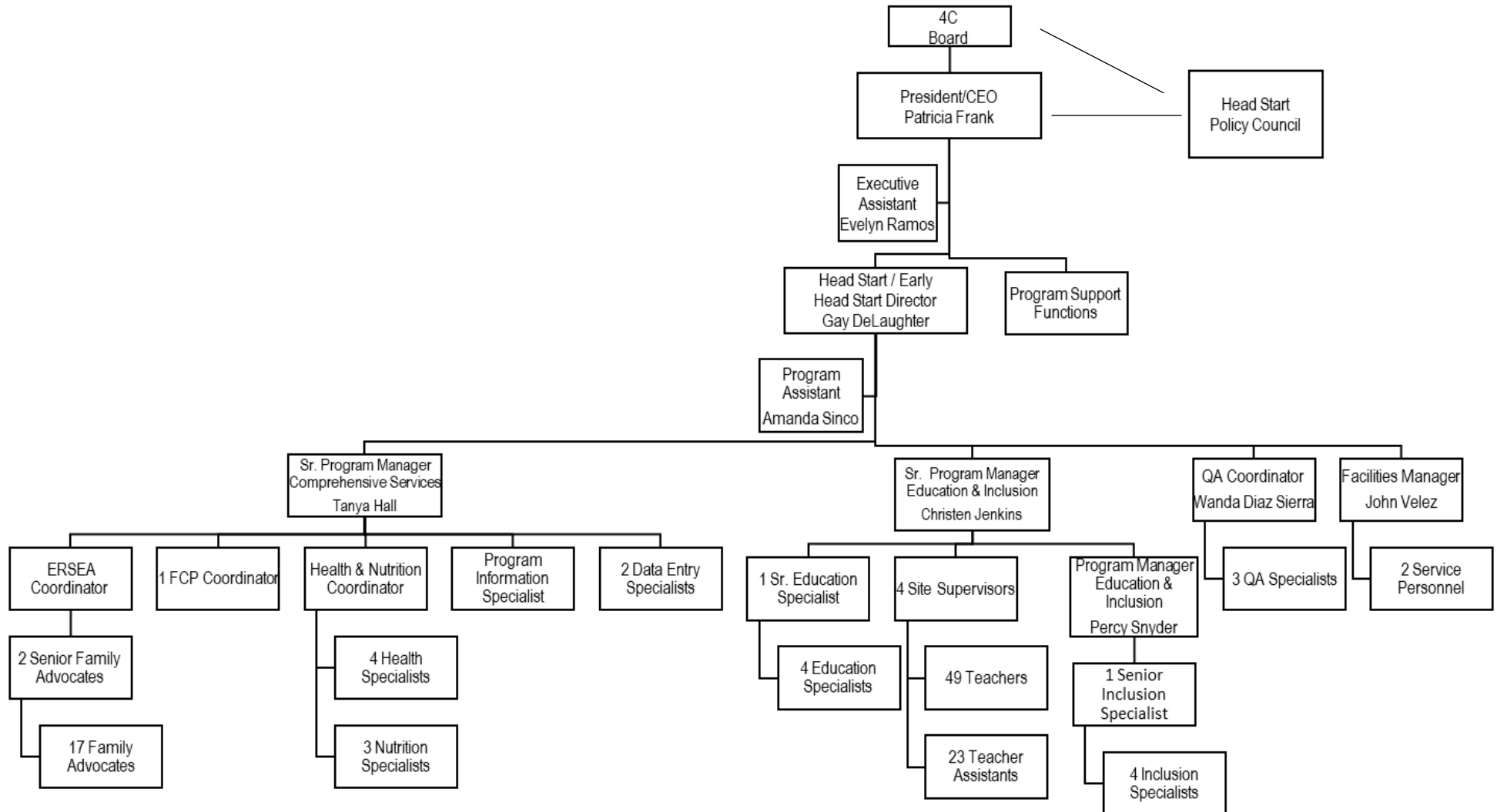
Shanique March

Geraldo Rodriguez

Destiny Landry



## Head Start Organizational Chart





# Site Locations

## ORANGE COUNTY

### [EHS AGENCY](#)

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

### [EHS SUB-CONTRACTED SITES](#)

CHS  
2768 S. Semoran Blvd., Suite 1402  
Orlando, FL 32822

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 32801

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

Hartage FCC  
4862 Indialantic Dr.  
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

Building Kidz School  
9367 Trevarthon Rd.  
Orlando, FL 32817

We Love Kids Learning Center  
5301 Goddard Ave.  
Orlando, FL 32810

### [EXPANSION SITES](#)

Apple Stem Academy  
6837 W. Colonial Dr.  
Orlando, FL 32808

Clayhouse Academy  
3615 N. Pine Hills Rd.  
Orlando, FL 32808

Kids Connect  
4524 Carter St.  
Orlando, FL 32811

Leaders Of Excellence Academy  
2608 Pioneer Rd.  
Orlando, FL 32808

My Precious Kidz Academy  
2514 W. Colonial Dr.  
Orlando, FL 32805

Oak Ridge  
1118 W. Oak Ridge  
Orlando, FL 32809

Potter's House Academy and  
Preschool Center  
7051 Pershing Ave.  
Orlando, FL 32822

Ferguson (RIO)  
1264 S. Rio Grande  
Orlando, FL 32805

## 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

# Site Locations

Naomi Helligar Family Child Care  
2361 North Smith St.  
Kissimmee, FL 34744

[HS AGENCY](#)

Little Stars Family Daycare  
101 Gardenia Rd.  
Kissimmee, FL 34743

Altamonte  
525 Pine View St.  
Altamonte Springs, FL 32701

Little Start Family Learning Academy  
2242 E. Irlo Bronson Memorial Hwy.  
Kissimmee, FL 34744

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

My Little Castle Preschool  
1301 Kevstin Dr.  
Kissimmee, FL 34744

Midway  
2255 Rightway Ave.  
Sanford, FL 32771

[HS SUB-CONTRACTED SITES](#)

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

[EHS AGENCY](#)

My Little Castle  
919 E. Orange Ave.  
Longwood, FL 32750

[EHS CCP SUB-CONTRACTED SITES](#)

Kid's Palace Academy  
1336 E. Vine St.  
Kissimmee, FL 34744

Longwood Community Preschool  
220 E. Wildmere Ave.  
Longwood, FL 32750

[HS SUB-CONTRACTED SITES](#)

Coqui Academy  
2401 S Park Ave.  
Sanford, FL 32771

**SEMINOLE COUNTY**

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

Lake Mary, FL 32746

[EHS CCP SUB-CONTRACTED SITES](#)

Kids R Kidz Academy  
2617 S. French Ave.  
Sanford, FL 32773

All About Kidz of Oviedo  
387 W. Broadway St.  
Oviedo, FL 32765

My Little Castle  
919 E. Orange Ave.  
Longwood, FL 32750

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

Longwood Community Preschool  
220 E. Windermere Ave.  
Longwood, FL 32750

Rising Star - Longwood  
1455 South 17-92  
Longwood, FL 32750

[EHS SUB-CONTRACTED SITES](#)

Kids Castle  
2536 South Elm Ave.  
Sanford, FL 32773

Teddy Bear  
174 Jay Dr.  
Altamonte Springs, FL 32714

Coqui EHS  
2401 S. Park Ave.  
Sanford, FL 32771

Kid's City USA  
1320 Hickory Ave.  
Sanford, FL 32771

Little Acorns Child Care  
630 Riverview Ave  
Sanford, FL 32771

Reenie Johnson Family Day Care Home  
885 E. 20th St.  
Sanford, FL 32771

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

# Revenue and Expense Statement

| Annual Report 2019-20 |                      |                 |                  |                  |                        |                 |
|-----------------------|----------------------|-----------------|------------------|------------------|------------------------|-----------------|
|                       |                      | Head Start      | Early Head Start | Combined         | Child Care Partnership | Expansion       |
| <b>19/20 Revenue</b>  | Operating Funding    | \$ 4,171,106.00 | \$ 3,489,323.00  | \$ 7,660,429.00  | \$ 4,064,643.00        | \$ 2,412,450.00 |
|                       | T&TA                 | \$ 50,024.00    | \$ 81,631.00     | \$ 131,655.00    | \$ 96,327.00           | \$ 60,311.00    |
|                       | Supplemental         | \$ 306,000.00   | \$ 162,000.00    | \$ 468,000.00    | \$ -                   | \$ 764,595.00   |
|                       | VPK Funding          | \$ 178,490.00   | \$ -             | \$ 178,490.00    | \$ -                   | \$ -            |
|                       | Osceola              | \$ 113,000.00   | \$ 20,000.00     | \$ 133,000.00    | \$ -                   | \$ -            |
|                       | City of Kissimmee    | \$ 8,000.00     | \$ -             | \$ 8,000.00      | \$ -                   | \$ -            |
|                       | Disney               | \$ 13,035.00    | \$ 6,715.00      | \$ 19,750.00     | \$ -                   | \$ -            |
|                       | Other/Misc.          | \$ 44,687.00    | \$ -             | \$ 44,687.00     | \$ -                   | \$ -            |
|                       | In-Kind              | \$ 929,070.00   | \$ 577,778.00    | \$ 1,506,848.00  | \$ 935,903.00          | \$ -            |
|                       | TOTAL                | \$ 5,813,412.00 | \$ 4,337,447.00  | \$ 10,150,859.00 | \$ 5,096,873.00        | \$ 3,237,356.00 |
| <b>19/20 Expenses</b> | Program Expenditures | \$ 5,751,561.00 | \$ 4,193,635.00  | \$ 9,945,196.00  | \$ 4,918,615.00        | \$ 365,114.00   |
|                       | T&TA                 | \$ 49,932.00    | \$ 73,687.00     | \$ 123,619.00    | \$ 86,343.00           | \$ 12,768.00    |
|                       | Remaining Balance    | \$ 11,919.00    | \$ 70,125.00     | \$ 82,044.00     | \$ 91,915.00           | \$ 2,859,474.00 |
|                       | TOTAL                | \$ 5,813,412.00 | \$ 4,337,447.00  | \$ 10,150,859.00 | \$ 5,096,873.00        | \$ 3,237,356.00 |
| <b>19/20 Budget</b>   | Operating Funding    | \$ 3,925,721.00 | \$ 3,870,298.00  | \$ 7,796,019.00  | \$ 4,136,587.00        | \$ 2,412,450.00 |
|                       | T&TA                 | \$ 50,024.00    | \$ 81,631.00     | \$ 131,655.00    | \$ 96,327.00           | \$ 60,311.00    |
|                       | VPK Funding          | \$ 358,171.00   | \$ -             | \$ 358,171.00    | \$ -                   | \$ -            |
|                       | Osceola              | \$ 113,000.00   | \$ 20,000.00     | \$ 133,000.00    | \$ -                   | \$ -            |
|                       | City of Kissimmee    | \$ 8,000.00     | \$ -             | \$ 8,000.00      | \$ -                   | \$ -            |
|                       | In-Kind              | \$ 514,765.00   | \$ 967,982.00    | \$ 1,482,747.00  | \$ 1,058,229.00        | \$ 618,190.00   |
|                       | TOTAL                | \$ 4,969,681.00 | \$ 4,939,911.00  | \$ 9,909,592.00  | \$ 5,291,143.00        | \$ 3,090,951.00 |





# Children and Family Statistics

## Head Start

The cumulative enrollment in the 2019-20 Head Start program was 423. Eighty-two percent (85%) of the cumulative enrollment or 360 families were below the income poverty guideline used for eligibility. Eight percent (8%) (38 families) received public assistance. Zero point zero one percent (0.01%) (6 families) reported having a foster child. Zero point zero six (0.06%) (18 families) were homeless and zero percent (0%) (1 family) had income above the poverty guidelines.

## Early Head Start

The cumulative enrollment in the 2019-20 Early Head Start program was 418, with 78 percent (78%) (325 families) below the poverty level income guidelines. Nine percent (9%) (41 families) received public assistance. Eleven percent (11%) (44 families) of the families reported that they were homeless. Two percent (2%) (7 families) reported having a foster child. Zero percent (0%) (1 family) were over the income poverty guideline required for eligibility.

## Early Head Start - CCP

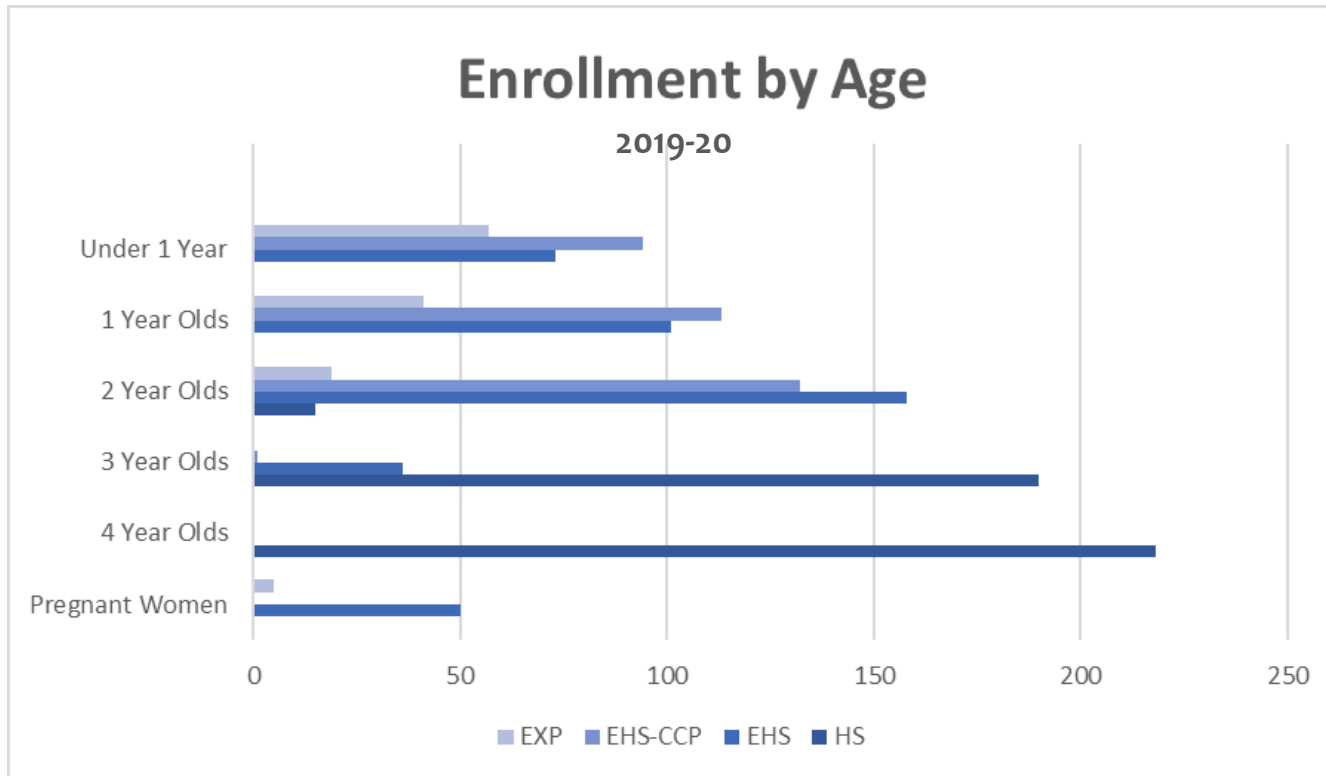
The 2019-20 EHS-CCP had a cumulative enrollment of 340. Eighty-eight percent (88%) or 298 families were below the poverty level income guidelines used for eligibility. Seven percent (7%) or 24 families received public assistance. Five percent (5%) (16 families) of the families reported that they were homeless. Zero percent (0.0%) (0 families) reported having a foster child. Zero percent (0%) (2 families) were over the income poverty guideline required for eligibility.

## Early Head Start - EXP

The 2019-20 EHS-EXP had a cumulative enrollment of 122, Eighty-nine percent (89%) or 108 families were below the poverty level income guidelines used for eligibility. Seven percent (7%) or 9 families received public assistance. Four percent (4%) (5 families) of the families reported that they were homeless. Zero percent (0.0%) (0 families) reported having a foster child. Zero percent (0%) (0 families) were over the income poverty guideline required for eligibility.

| 2019-20                        | Income Below 100% | Public Assistance | Foster Child | Homeless | Over income | Totals |
|--------------------------------|-------------------|-------------------|--------------|----------|-------------|--------|
| Head Start # of Families       | 360               | 38                | 6            | 18       | 1           | 423    |
| Head Start Percentage          | 85%               | 8%                | 0.01%        | 4%       | 0.06%       | 97.07% |
| Early Head Start # of Families | 325               | 41                | 7            | 44       | 1           | 418    |
| Early Head Start Percentages   | 78%               | 9%                | 2%           | 11%      | 0%          | 100%   |
| EHS-CCP # of Families          | 298               | 24                | 0            | 16       | 2           | 340    |
| EHS-CCP Percentages            | 88%               | 7%                | 0%           | 5%       | 0%          | 100%   |
| EHS-EXP # Families             | 108               | 9                 | 0            | 5        | 0           | 122    |
| EHS-EXP Percentages            | 89%               | 7%                | 0%           | 4%       | 0%          | 100%   |

# Enrollment by Age

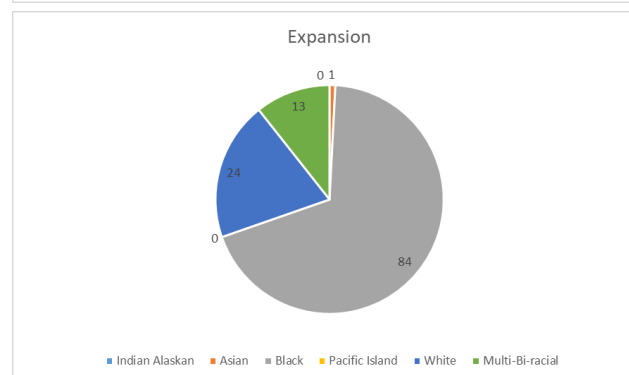
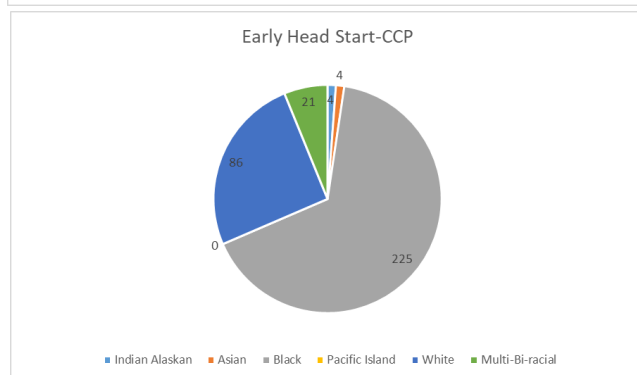
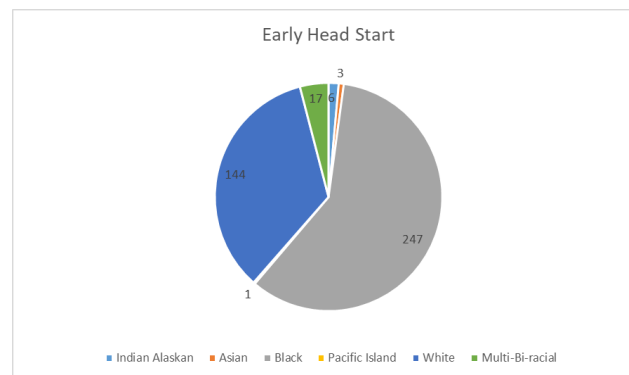
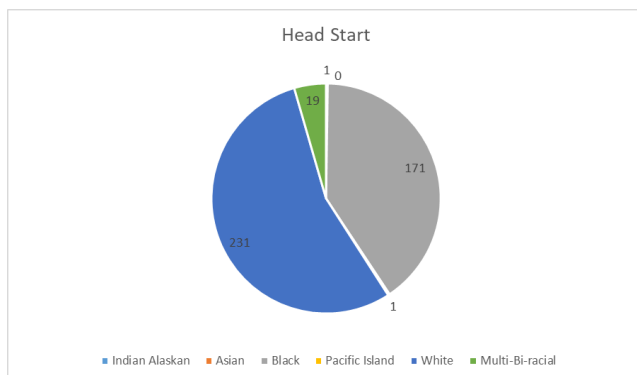


| 2019-20          | Head Start | Early Head Start | Early Head Start-CCP | Early Head Start-EXP |
|------------------|------------|------------------|----------------------|----------------------|
| Pregnant Mothers |            | 50               |                      | 5                    |
| Under 1          |            | 73               | 94                   | 57                   |
| 1 year old       |            | 101              | 113                  | 41                   |
| 2 year old       | 15         | 158              | 132                  | 19                   |
| 3 year old       | 190        | 36               | 1                    |                      |
| 4 year old       | 218        |                  |                      |                      |
| 5 year old       |            |                  |                      |                      |



# Ethnicity Comparison Across are Programs

| 2019-20                        | Indian/<br>Alaskan | Asian | Black | Pacific<br>Islander | White | Multi/<br>Biracial | Totals |
|--------------------------------|--------------------|-------|-------|---------------------|-------|--------------------|--------|
| Head Start # of Children       | 1                  | 0     | 171   | 1                   | 231   | 19                 | 423    |
| Head Start Percentage          | 0%                 | 0%    | 40%   | 0%                  | 55%   | 4%                 | 100%   |
| Early Head Start # of Children | 6                  | 3     | 247   | 1                   | 144   | 17                 | 418    |
| Early Head Start Percentage    | 1%                 | 1%    | 59%   | 0%                  | 34%   | 4%                 | 100%   |
| EHS-CCP # of Children          | 4                  | 4     | 225   | 0                   | 86    | 21                 | 340    |
| EHS-CCP Percentage             | 1%                 | 1%    | 66%   | 0%                  | 25%   | 6%                 | 100%   |
| EHS-EXP                        | 0                  | 1     | 84    | 0                   | 24    | 13                 | 122    |
| EHS-EXP                        | 0%                 | 1%    | 69%   | 0%                  | 20%   | 11%                | 100%   |



# Comprehensive Services

## Health Services

| 2019-20 PIR Performance Indicator  | HS (423)   | EHS (418)  | CCP (340) | EXP (122)  |
|--|------------|------------|-----------|------------|
| Children with health insurance   | 403 (95%)  | 350 (84%)  | 331 (97%) | 111 (91%)  |
| Children with private health insurance   | 8 (2%)     | 5 (1%)     | 3 (1%)    | 3 (3%)     |
| Children enrolled in CHIP (Children's Health Insurance Program) and/or Medicaid                            | 395 (93%)  | 345 (83%)  | 328 (97%) | 105 (86%)  |
| Children with continuous accessible health care  | 422 (100%) | 368 (88%)  | 332 (98%) | 117 (96%)  |
| Children up to date on schedule of EPSDT (Early Periodic Screening, Diagnostic & Treatment) at end of year | 423(100%)  | 418 (100%) | 340(100%) | 122 (100%) |
| Children up to date on immunization <sup>1</sup>   | 415 (98%)  | 351 (84%)  | 307 (90%) | 111 (91%)  |
| Children who completed professional dental exam <sup>2</sup>   | 62 (15%)   | --         | --        | --         |
| Children with continuous accessible dental care provided by dentist  | 423 (100%) | 314 (75%)  | 333 (98%) | 117 (96%)  |
| Children up-to date on age appropriate and primary oral health on schedule of EPSDT <sup>3</sup>           | --         | 170 (41%)  | 194 (57%) | 83 (68%)   |

4C does not allow any child into the classroom with expired immunizations. Because of the COVID-19 pandemic, fewer families visited their Primary Care Physicians in a timely manner, leading to a lower percentage of up to date immunizations. Since many families were working and schooling from home, they were less likely to leave their homes to visit the doctor. Nevertheless, the Health team continued to encourage families to regularly attend their well child check-ups and reminded them of the importance of consistently meeting with a health care provider through the usage of health reminders, phone calls, and social media.

The majority of EHS children receive their oral screenings when they receive their physicals. Older children in the Head Start program are less likely to visit the dentist and receive regular professional treatment and care. This is why 4C partners with local organizations to provide dental screenings to families.

# Nutritional Services



(July 2019 - June 2020)

## Head Start

Breakfast– 25,494

Lunch– 24,679

PM Snack– 21,402

## Early Head Start

Breakfast– 7,103

Lunch– 8,026

PM Snack– 6,541

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 directly 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. Due to COVID-19, face to face classes ceased during March 2020, resulting in fewer meals purchased for the year. During these uncertain times, 4C has partnered with Second Harvest to provide free meal boxes every Monday for families. Each box provides breakfast and dinner for a family of four for one week.

**Please note that these numbers reflect directly 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

Some children enter the program with a disability already identified, while other children have the disability Identified while they are in the program. Children can have delays in several areas including communication, physical, social-emotional, and reasoning skills. Once a delay is identified the program works to implement strategies that can assist the child with a special need.

| 2019-20 Services Provided   | Head Start | Early Head Start | CCP      | Expansion | Total      |
|---|------------|------------------|----------|-----------|------------|
| <b>Children identified as Children with Disabilities</b>  |            |                  |          |           |            |
| <b>IEP= Individualized Education Plan</b>   | 45 IEPs    | 37 IFSPs         | 26 IFSPs | 6 IFSPs   | 114        |
| <b>IFSP= Individualized Family Service Plan</b>   |            |                  |          |           |            |
| <b>Children with identified concerns, (private services, not eligible for special services, undetermined)</b> | 180        | 64               | 94       | 8         | 346        |
| <b>Collaboration with new and existing community agencies and providers through MOUs</b>                      |            |                  |          |           | 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 Local Education Agency 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, speech/language impairment.
- \* The program requires that at least 10% of children served be children with disabilities. We ended the contract year serving 11.26% in HS, 8.49% in EHS, 6.73% in CCP and 4.76% in the Expansion program. We submitted a disabilities waiver for the CCP and Expansion programs.

# 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.

**Child Screenings** - All children in the program receive an Ages and Stages screener within the first 45 days of entering the program, and information gathered from parents is used during the screening process. The Inclusion Specialists will often follow-up a screener indicating concerns with an in-person classroom observation to determine if additional services and/or interventions that may be beneficial for the child.

**Families**– Parents are able to meet with an Inclusion Specialist if they have a mental health concern for anyone in their family. Referrals can be made to community providers and resources that are appropriate to the concern. In addition, whenever the program becomes aware of a family that is facing a traumatic event, the Inclusion Specialist will reach out to offer an extra level of support.

**Pregnant Women**– The pregnant mothers in the program are not only supported for their physical well being but also their mental health. All parents that give birth while in the program are screened for post partum depression.

| 2019-20 Services Provided  | Head Start | Early Head Start | CCP | Expansion | Total |
|--|------------|------------------|-----|-----------|-------|
| Families who received Mental Health supports                                   | 28         | 15               | 27  | 1         | 71    |
|  | 7%         | 4%               | 8%  | <1%       | 5%    |
| Pregnant women who received services   | N/A        | 50               | N/A | 5         | 55    |
|  |            | 100%             |     | 100%      | 100%  |
| Pregnant women who received services for postpartum Mental Health intervention | N/A        | 42               | N/A | 5         | 47    |
|  |            | 84%              |     | 100%      | 85%   |

# Quality Assurance and Ongoing Program Monitoring

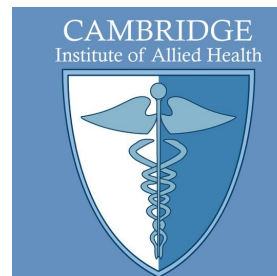
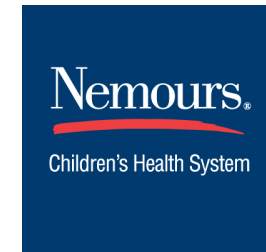
The 2019-20 4C Head Start, Early Head Start and Early Head Start Child Care Partnership programs uses ongoing monitoring to continually assess progress toward meeting program goals and objectives, as well as avenues to remain in compliance with regulatory requirements. Ongoing monitoring measures the 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 2019/2020 program year monitoring were conducted approximately 395 times. More than 390 follow-ups were conducted during this period of time to ensure all non-compliances were brought into compliance.





# Working with Our Sponsors



# Working with Our Sponsors



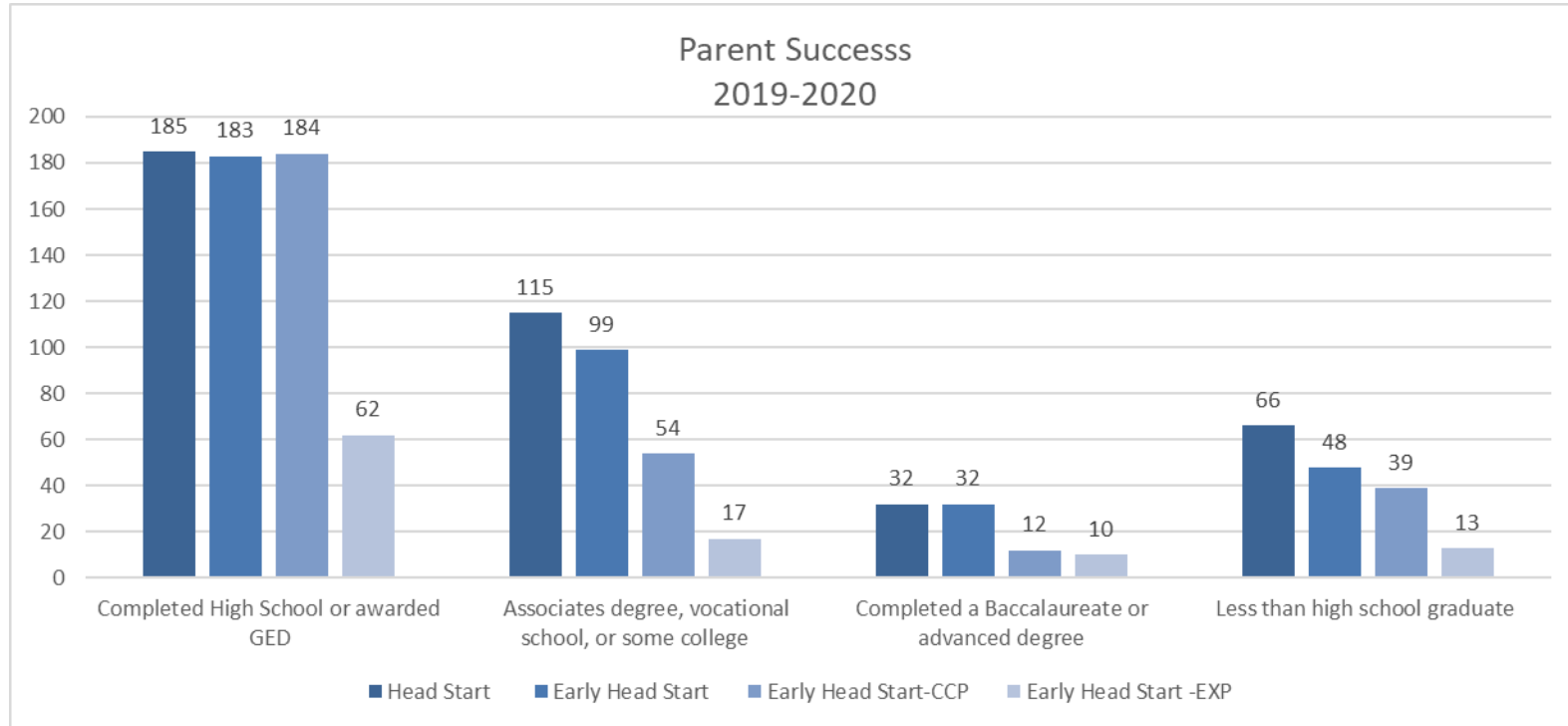
School District of  
**OSCEOLA COUNTY**  
FLORIDA



**Osceola County**  
**Florida**  
*"Honoring the past shaping the future."*



# Family and Community Engagement



| Total Number of Families: | Head Start |     | Early Head Start |     | Early Head Start - CCP |     | Early Head Start - EXP |     |
|---------------------------|------------|-----|------------------|-----|------------------------|-----|------------------------|-----|
| Two-parent families       | 129        | 32% | 119              | 33% | 42                     | 15% | 31                     | 30% |
| Single-parent families    | 269        | 68% | 243              | 67% | 247                    | 85% | 71                     | 70% |
| Two-parent families       |            |     |                  |     |                        |     |                        |     |
| Both parents employed     | 29         | 22% | 24               | 20% | 24                     | 57% | 6                      | 19% |
| One parent employed       | 82         | 64% | 78               | 66% | 16                     | 38% | 20                     | 65% |
| Both parents not working  | 18         | 14% | 17               | 14% | 2                      | 5%  | 5                      | 16% |
| Single-parent families    |            |     |                  |     |                        |     |                        |     |
| Parent employed           | 161        | 60% | 126              | 52% | 214                    | 74% | 46                     | 65% |
| Parent not working        | 108        | 40% | 116              | 48% | 33                     | 13% | 21                     | 30% |

# Family and Community Engagement

## Parents Needs and Services

| 2019-20   | Head Start                     |   | Early Head Start               |   | Early Head Start-CCP           |   | Expansion                      |   |
|---|--------------------------------|---|--------------------------------|---|--------------------------------|---|--------------------------------|---|
|   | 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) | Needs Identified at Assessment | Services Provided (referral follow through) |
| Emergency crisis intervention                       | 28                             | 28  | 93                             | 51  | 43                             | 42  | 30                             | 24  |
| Housing Assistance                                  | 42                             | 12  | 64                             | 15  | 53                             | 44  | 19                             | 12  |
| Mental Health Services                              | 41                             | 28  | 25                             | 15  | 29                             | 27  | 2                              | 1   |
| English as a second language training               | 46                             | 23  | 27                             | 21  | 17                             | 9   | 9                              | 6   |
| Adult Education                                     | 48                             | 13  | 24                             | 10  | 52                             | 12  | 6                              | 2   |
| Job Training  | 33                             | 7   | 46                             | 22  | 49                             | 38  | 10                             | 12  |
| Substance Abuse prevention                          | 2                              | 1   | 3                              | 2   | 2                              | 1   | 0                              | 0   |
| Substance Abuse Treatment                           | 2                              | 2   | 2                              | 1   | 2                              | 2   | 0                              | 0   |
| Child abuse and neglect services                    | 3                              | 1   | 8                              | 7   | 2                              | 3   | 0                              | 0   |
| Domestic Violence services                          | 3                              | 1   | 2                              | 1   | 3                              | 3   | 1                              | 0   |
| Child support assistance                            | 1                              | 3   | 0                              | 0   | 3                              | 2   | 0                              | 1   |
| Health education                                    | 13                             | 12  | 64                             | 61  | 44                             | 25  | 6                              | 8   |
| Assistance for families of incarcerated individuals | 2                              | 2   | 3                              | 5   | 3                              | 2   | 1                              | 0   |
| Parenting education                                 | 13                             | 19  | 63                             | 66  | 86                             | 65  | 8                              | 12  |
| Relationship/marriage Education                     | 2                              | 2   | 3                              | 5   | 3                              | 1   | 1                              | 1   |
| Asset building services                             | 4                              | 3   | 5                              | 6   | 33                             | 10  | 2                              | 0   |
| Total number of families                            | 150                            | 105   | 205                            | 147   | 172                            | 135   | 51                             | 39  |
| Percentage of families in program                   | 38%                            | 27%   | 57%                            | 41%   | 60%                            | 47%   | 50%                            | 38%   |



# Education and Developmental Services

During the 2019-20 school year, the program outcomes were recorded for the fall and winter checkpoint periods. During the lock down of COVID-19 in March of 2020 until September of 2020 the Head Start and Early Head Start program closed 23 Head Start classrooms, 26 Early Head Start classrooms, and 32 Child Care Partnership – Early Head Start classrooms. 4C Head Start/ Early Head Start was able to successfully transition 100% of the children to virtual platforms for distance learning. During the lock-down we were able to determine 58% of children met the outcomes required for school readiness, however, the data was skewed due to the program was not able to properly assess the children during virtual learning, additionally, having only two assessment periods conducted at the time.

- 4C utilized ZOOM as the virtual platform providing activities and continued communication to children and families. The Head Start and Early Head Start program equally ran the distance learning by communicating with families the time of day sufficient for them to have engagement, providing activities for the families to engage in at home, and conducting virtual teaching time to continue learning of school readiness skills.
- The program utilized the Creative Curriculum for developmental activities for infants, toddlers, twos, and preschool aged children. Communication was appreciated from the families to be able to bond with other adults during the lockdown.
- The program maintained its ability to train staff, provide resources, and support teaching staff during distance learning.
- The Education and Inclusion team were able to successfully implement a coaching program called Practice Based Coaching. Practice Based Coaching aligns with the Office of Head Start Standards providing training, feedback, and constant feedback of developing quality practices utilized to teach children in the classroom.
- Purchased the Creative Curriculum CLOUD, a digital curriculum to assist in virtual learning and virtual communication with families.
- Purchased HATCH Ignite a computer system to aide children in targeted skills for school readiness and Kindergarten readiness. The system is utilized in the classroom to develop mouse and basic computer skills; additionally the program is extended in an app for continued learning in the home.
- Utilized the LENA program to determine how much communication was utilized in the classroom. Through the LENA device, we were able to increase communication in the Early Head Start classroom by 30%.



# Cultural and Linguistic Responsiveness

The classroom environment in all of our programs reflects and welcomes the diverse backgrounds of our families. In the population we serve, there are families with various 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. In recent events due to COVID-19 we provide online activities and virtual learning to engage our children and families.



Teachers individualize with our 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

- The HR Department implemented an Applicant Tracking System “Paycor” to improve and streamline the hiring process to develop a more efficient flow for the department and new hires.
- Teacher III and Teacher II positions were reclassified from non-exempt to exempt status to allow teachers a more flexible schedule.
- To ensure the safety of families and staff members, the Health and Nutrition department has created a COVID-19 protocol for employees to follow. The protocol includes a streamlined check-in process which requires temperature checks, regular cleaning, visitor restriction in the classroom, PPE requirements, and more. Staff have been trained and are required to adhere to the policy at all times. 4C has also partnered with Second Harvest to provide family meal boxes for families in need. The boxes provide breakfast and dinner for a family of four. The meals last an entire week. Parents can even arrange for their boxes to be provided to them by a 4C staff member at their designated site if they have transportation limitations. It is 4C’s goal to ensure that families are continuously consuming nutritionally sound meals during these difficult times.
- For the first time in five years HS and EHS met the requirement for non-federal share.
- QA created the first ever virtual pre-service training event with rave reviews.
- QA simplified the playground monitoring process to make it easier for providers to comprehend.
- QA completed extended file audits throughout the pandemic.
- QA designed the playgrounds for the expansion building.
- QA found enough provisional locations to provide EHS expansion services.
- QA was in charge to build up new playgrounds for Lawton, Altamonte and Midway.
- Staff turnover decreased by 3% from 2019 to 2020.
- Program Growth increased to 150 children in Early Head Start.



# Opportunities for Growth

- Meet the non-federal share requirement across all programs for 2020-21. The pandemic has affected the measure by which we generate in-kind to include suspension of volunteers and onsite visitors. Measures and new practices have been put in place to support this meeting this goal.
- Identify funding for the purchase of Head Start Early Head Start facilities in Seminole County.
- Meet the 10% requirement for inclusive services in the CCP Program.
- We would like to purchase our own Head Start facilities in Seminole County in order to provide continuity of care to families.
- The program is currently in the preliminary stages to going paperless.
- The program must increase bandwidth to support the increasing need for distance learning and digital processing.





# Our Offices

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

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Orlando, FL 32808

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[www.4cflorida.org](http://www.4cflorida.org)

## **Osceola County**

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Kissimmee, FL 32750

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## **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

(Relocated)



**Give me four years to teach the children  
and the seed I have sown will never be  
uprooted.**

*- Vladimir Lenin*