

**BELIEVE.  
ACHIEVE.  
SOAR.**



**2018**

**HEAD START /  
EARLY HEAD START  
ANNUAL REPORT**



— EPISCOPAL —  
**Children's  
Services**

# Episcopal Children's Services

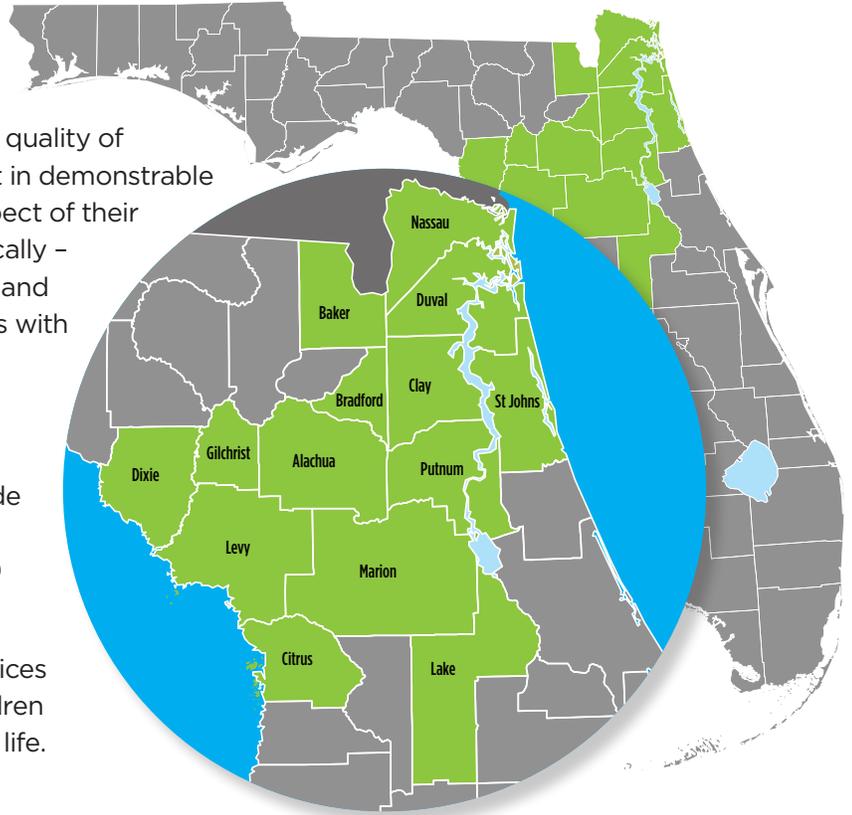
## EVERY CHILD DESERVES A STRONG START IN LIFE.

Episcopal Children's Services delivers the highest quality of services, utilizing data-driven practices that result in demonstrable outcomes. Our young students grow in every aspect of their lives – cognitively, socially, emotionally and physically – all while learning language, literacy, mathematics and creative arts. We build strong and healthy families with our family advocacy and parent engagement.

Since our beginning as a small early learning center serving 30 children in Jacksonville in 1966, Episcopal Children's Services has grown to provide early childhood education services in 14 counties in North and Central Florida, serving over 53,000 children every year through multiple programs.

Over the past 50 years, Episcopal Children's Services has helped hundreds of thousands of young children build a solid foundation for success in school and life.

It all begins with quality early learning.



## BOARD OF TRUSTEES

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## EXECUTIVE TEAM

**Connie Stophel**

*Chief Executive Officer*

**L. Holly Bryan**

*Chief Financial Officer*

**Teresa Matheny**

*Chief of Programs and  
Administration*

**Jeanne Dillard**

*Chief Operating Officer*

**Heather Hodges**

*Vice President of  
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**Autumn Tomas**

*Assistant Vice President of  
Head Start/Early Head Start*

**Temple DePlato**

*Senior Director of Quality  
and Risk Management*

**Jennifer Silva**

*Senior Director of  
Development*

**Martha Cox**

*Director of Grants  
and Research*

**Robert Simmons**

*Director of IT*



# The Mission of Episcopal Children's Services

is creating opportunities for the children we serve to reach their full potential.

## CREATING

We are relentless in perfecting the art and skill of teaching young children to grow intellectually, emotionally, physically and socially.

## OPPORTUNITIES

We build foundations for the future with strong learning environments for children, support and education for parents, and professional development for teachers and staff.

## THE CHILDREN WE SERVE

We serve our community's most vulnerable children and families - those living in poverty and children with disabilities. We provide high quality early learning as well as comprehensive health and wellness services.

## REACH THEIR FULL POTENTIAL

Children who enter kindergarten ready to learn have better outcomes for their entire lives. It all begins with quality early learning.



### ULTIMATE CEO

Connie Stophel was honored as a **2017 ULTIMATE CEO** by Jacksonville Business Journal. This award honors Northeast Florida's most successful Chief Executive Officers for their accomplishments.

Under Connie's leadership, Episcopal Children's Services has grown from \$13M to over \$62M in annual revenues, making us one of the largest nonprofits in Florida.

### CHILDREN'S CHAMPIONS

The Children's Champion Award recognizes individuals and organizations who work passionately on behalf of children to elevate their welfare to the highest priority in our community.

Episcopal Children's Services was delighted to recognize John Delaney, Nat Glover, Dr. Richard Skinner and Florida Blue as our 2018 Children's Champions.



# Head Start and Early Head Start

## DEAR FRIENDS AND SUPPORTERS,

It is my pleasure to share our Annual Report for the 2017/18 Program Year, highlighting our accomplishments in providing the Head Start and Early Head Start Programs in Northern and Central Florida.

Our children and families continue to excel and thrive because of our commitment to excellence. Our Teachers and Caregivers provide quality interaction that is crucial to brain development in the first five years of life. Our Family Advocates work diligently to ensure we serve as many children as possible while also supporting families toward increased self-reliance and healthy interdependence. Our Center Staff is supported by multiple staff experts – Health, Education, Quality Assurance, Nutrition, Facilities – to meet the myriad of needs of our young students. Our achievements are further bolstered by the tremendous contributions of our Volunteers and Community Partners.

What is most exciting is that the data clearly shows that the gains made in Head Start and Early Head Start will continue throughout each child's educational journey. The benefits last a lifetime, returning \$7 to the community for every \$1 invested, with increased income, reduced crime and better health.

The impact of our work extends to the entire family as the best outcomes for parents and children results from the critical combination of high-quality early education and care for children and economic support and opportunities for skill-building for parents. Our services do not carry a financial price tag, so low-income families can direct their limited budgets to the necessities of rent, food and health care. Parents can go to work or school knowing their children are growing and learning while in our care.

On behalf of our team, I want to thank the families who have entrusted us with the care and development of their children. We know these results will make us all proud.

### **Autumn Tomas**

*Assistant Vice President*

*Head Start and Early Head Start*

## POLICY COUNCIL OFFICERS

### NORTH FLORIDA

**Charles John**

*Chair*

### CENTRAL FLORIDA

**Paul Smith**

*Chair*





**2,732**  
CHILDREN

**2,385**  
FAMILIES

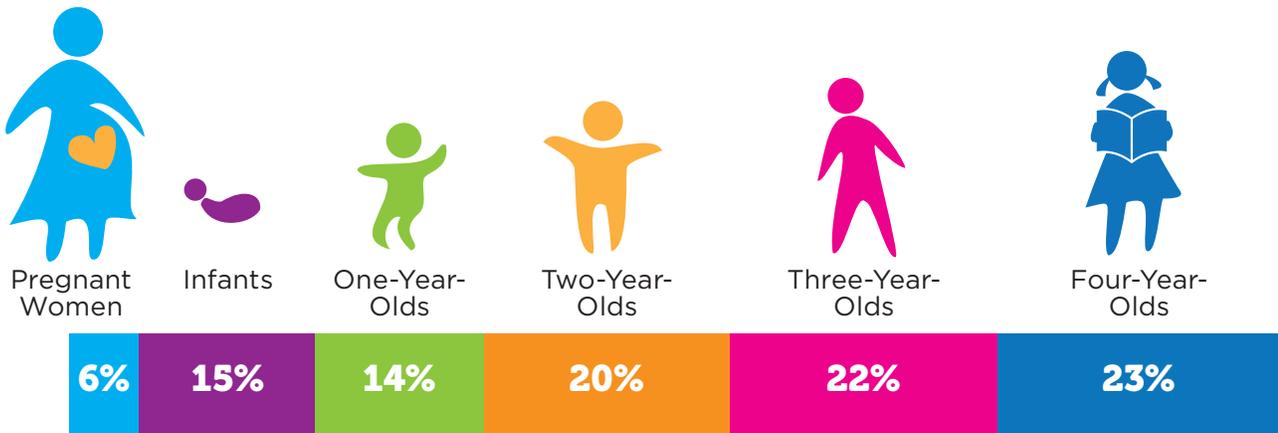
HEAD START ENROLLMENT	
August 2017	100%
September 2017	100%
October 2017	100%
November 2017	100%
December 2017	100%
January 2018	100%
February 2018	100%
March 2018	100%
April 2018	100%
May 2018	100%
June 2018	Summer Break
July 2018	Summer Break

EARLY HEAD START ENROLLMENT	
August 2017	100%
September 2017	100%
October 2017	100%
November 2017	100%
December 2017	100%
January 2018	100%
February 2018	100%
March 2018	100%
April 2018	100%
May 2018	100%
June 2018	100%
July 2018	100%

ELIGIBILITY TYPE	Low Income - Less than 130% of Federal Poverty Limit	2,137	81%
	Public Assistance, such as Temporary Assistance for Needy Families or Supplemental Security Income	335	12%
	Low Income - Less than 130% of Federal Poverty Limit	12	<1%
	Children in Foster Care	54	2%
	Children Experiencing Homelessness	121	4%
	Children with Disabilities	204	10%

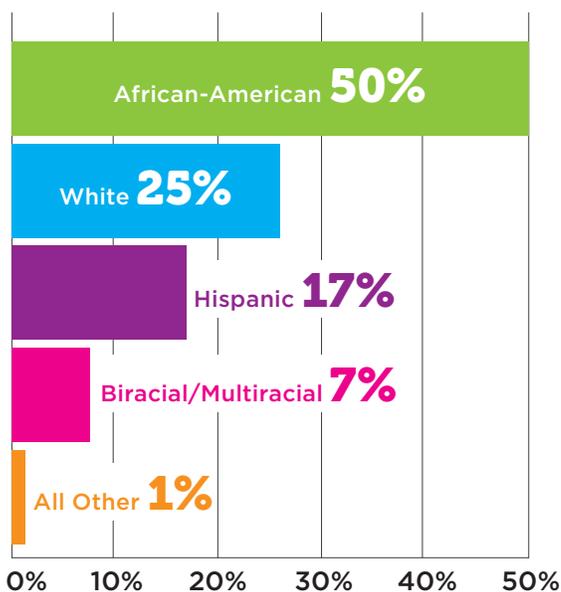
## Who We Serve

We serve children beginning before they are born and continuing until kindergarten.



Our students are diverse in race and ethnicity, and speak many languages.

### Race/Ethnicity



While most students come from homes that speak English, our commitment to Dual Language Learners means we embrace many languages.



Our children and families face a wide variety of challenges.



And many children live with challenges beyond income.



**121**  
Experiencing Homelessness



**54**  
Foster Care



**204**  
Children with Disabilities



**43**  
Children of Active Military/Veterans



**38**  
Children Living with Grandparents or Relatives

# SPOTLIGHT ON SUCCESS

*Everyone has challenges in life and we all need help sometimes.*

When Melanie unexpectedly found out she was going to be a teen mother, she knew she needed assistance and came to Episcopal Children's Services. With this education and support, Melanie worked diligently to ensure she became prepared to parent beginning well before her daughter Macie was born. When our Early Head Start team identified that Macie was lagging in her communications skills, Melanie took advantage of every home activity to engage her daughter who quickly improved.



Melanie knew she had to plan for the long-term well-being of her daughter and herself, so she used the full-time care provided by our program to complete her high school diploma and then went on to graduate with her AA degree with honors. But she's not done yet - she's now a full-time student working to become a Registered Nurse.

Melanie tells us "the struggle you are in today is developing the strength you need for tomorrow".

# Early Education Develops Children in Six Learning Domains

We create nurturing learning environments that support the development of all children with appropriate schedules, individualized lesson plans, and classroom and outdoor environments that provide the opportunity for exploration. We want every child to be ready to be successful when they enter Kindergarten. This School Readiness is measured through individual child assessment toward this goal in six learning domains.

**Language** allows us to communicate, and children begin to develop language well before they can use words.

Our Early Head Start teachers actively engage in conversations with infants and respond to vocalizations, and the results are seen in our Birth through One Gains.



**Cognition** involves thinking and reasoning so that we can understand the world around us, and provides the basis for problem-solving, mathematical thinking and scientific reasoning.



Our Early Head Start teachers create a sense of wonder and curiosity by engaging our young learners in exploration and discovery. Our Age Two to Three students made amazing progress as seen in their increased understanding of culture, environment and experiences that are crucial for future gains in STEM skills.

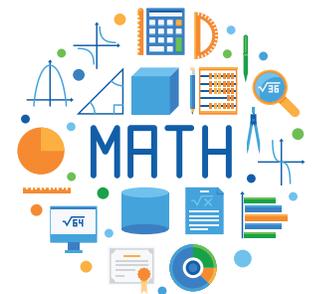
**Social Emotional Development** gives us the capacity to connect to others and learn about our world, creating the foundation for children to grow up to be thoughtful and productive adults.

Our Early Head Start teachers create healthy early relationships with each of the children in their care, creating lifetime outcomes in social confidence and academic motivation. Our Northeast Florida teachers' ability to use responsive caregiving is demonstrated in our Ages One to Two Gains.



**Mathematics** covers a broad range - from counting and measuring to algebraic thinking to geometry and spatial sense.

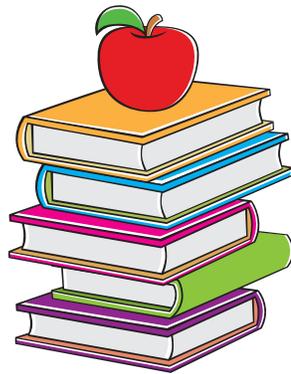
Because math skills at kindergarten entry are a strong predictor of future academic achievement, our Head Start teachers “mathematize” everyday experiences so that children grasp counting, recognize patterns, understand shapes and more, as seen with the tremendous growth for our Age Three children.





## Literacy

encompasses skill-building for reading, writing and oral communications, from recognizing the letters of the alphabet, using writing to convey information, understanding how printed words convey meaning and recognizing sounds through phonics.



Our Head Start teachers excel in their ability to help their students gain awareness, knowledge and comprehension in literacy, with the results from our Age Four students showcasing their readiness for the rigors of kindergarten.

## Physical Development

is crucial at every age and stage of early childhood development and goes well beyond measuring height and weight - children must develop perception, gross and fine motor skills while gaining the ability to keep themselves safe and healthy.

With the guidance and care of our Early Head Start and Head Start teachers, our young students are using their senses to gather information and respond to the world, demonstrating control and strength of their bodies, and gaining the complex coordination needed to use tools to complete tasks.



## Early Education is Delivered through High Quality Teaching Staff

Quality teachers have the knowledge, skills and competencies needed to provide nurturing interactions and learning opportunities based on curriculum, assessment results, and needs of children. 67% of teachers have an Associate degree or higher.

We provide ongoing professional development with an Education Support staff. These specialists, over half of whom have a Master's Degree, work to connect research to practice, providing training year-round as well as through practice-based coaching. Through their work, each classroom is provided with shared goals and action planning, focused observation, and reflection and feedback.

Interactions between teachers and students are crucial for children's academic achievement. Effective teachers are better able to engage children in learning, improving critical skills including attention and persistence. Episcopal Children's Services uses the Classroom Assessment Scoring System (CLASS) because it is an objective assessment mechanism that identifies and assesses classroom interactions in three domains:

**Emotional Support:** Teachers helping children to develop warm and supporting relationships, experience excitement about learning and feel comfortable in the classroom

**Classroom Organization:** Teachers helping students to get the most learning out of each school day by creating interest in learning activities and regulating their own behavior

**Instructional Support:** Teachers effectively supporting the cognitive development and language growth of our young learners.

Episcopal Children's Services was an early adopter of the CLASS tool to measure and improve teacher-child interaction, which is the single most important influence of children's learning and development. Because of our commitment to reliability and fidelity with our implementation, our students and our teachers have all benefited.

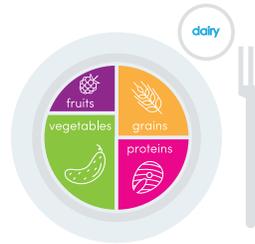
# Wellness and Nutrition

## CHILDREN'S NUTRITION

Nutrition is critical for child development as undernourished children aren't just hungry and anxious; they lag their peers in physical activity, curiosity, attention spans, independence and social abilities. Low-income children often live in food deserts, with limited access to affordable fruits, vegetables, whole grains, low-fat milk and other foods that make up a full and healthy diet.

We directly address this issue with our commitment to high-quality meals and snacks that meet all state and United States Department of Agriculture (USDA) Health Plate Standards. All of our Head Start and Early Head Start Centers participate in Florida's Child Care Food Program.

In the past year, our Nutrition Team delivered



**408,612**  
Healthy Meals



**184,518**  
Healthy Snacks



### *Learning and Nutrition go hand in hand.*

The Two Bite Club Book has been a huge success in helping our young students grow to love new foods. With the book, our children followed the adventures of Will, a young tiger, and his little sister, Anna, in their journey where they learn to try two bites of food before deciding if it is good. Will and Anna became official members of the Two Bite Club.

Our students at this Northeast Florida Head Start Center are now participating in our Two Bite Club. One success is Frances who hated to eat - even crying when someone mentioned food - and now tries at least two bites of every

food at each meal. Another success was David, who was in the habit of getting fast food after child care prior to Head Start. Both he and his mom are committed to healthier options, and David is now clearing his plate every day at school - vegetables included!



Our Two Bite Club Members all have their own copy of their book at home, where they are building both their reading and their healthy eating skills.



### CHILDREN'S HEALTH AND WELLNESS

When children are healthy, they achieve academically. Our Family Advocates and Health Services team work with parents to ensure that each child has a medical and dental provider, is receiving preventive care and have health insurance.

At the end of our program year, **78%** of children were up-to-date on a schedule of age-appropriate preventive and primary health care, and **67%** had received preventive dental care.

Children who live in poverty have high incidents of disabilities, so our students are screened for physical health, social-emotional and behavioral development, sensory capacity, nutrition and oral health. Last year, **97%** of our students were screened.



**96%**  
Students  
with Health  
Insurance



**95%**  
Students  
with a  
Medical  
Home

## SPOTLIGHT ON SUCCESS

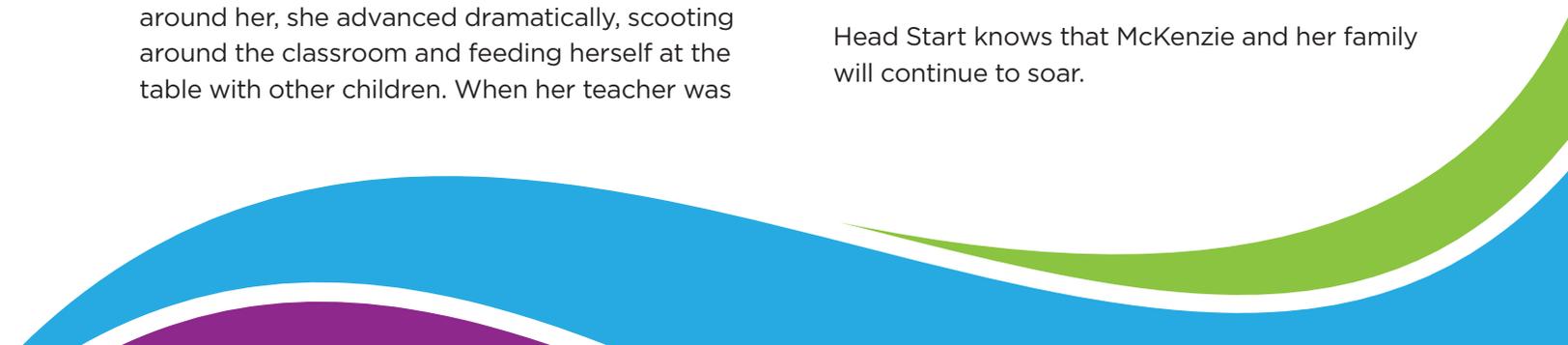
*Our team strives to help every child achieve their dreams.*

When McKenzie enrolled in Early Head Start, this 7-month-old child was struggling despite her parents' best efforts. She simply couldn't do things that the other children could, such as sitting up, using her fingers, or manipulating objects. Our Family Advocate and Disability Specialist were determined to get McKenzie the help she needed. Her classroom teachers went to McKenzie's home and worked with her physical therapist to learn specific gross motor and sensory therapies they could implement at school. With everyone rallying around her, she advanced dramatically, scooting around the classroom and feeding herself at the table with other children. When her teacher was

able to get McKenzie a walker, she was off and running.

With McKenzie getting the supports she needed, her Mom and Dad were now able to pursue their goals. It wasn't long until Mom got a temporary job and then a permanent job at Wells Fargo - doing all this while she continued to volunteer at the Center and was elected to be the Center's Policy Council Representative. Dad finished his BA in education and is working as a math teacher.

Head Start knows that McKenzie and her family will continue to soar.



# Parent and Family Engagement

## FAMILY WELL-BEING

Head Start and Early Head Start focus on the whole family, with a wide array of support. When families are safe, healthy, and financially secure, children are more likely to be ready for a lifetime of learning. Our program assists household budgets while giving parents the opportunity to attend school, job training or go to work.

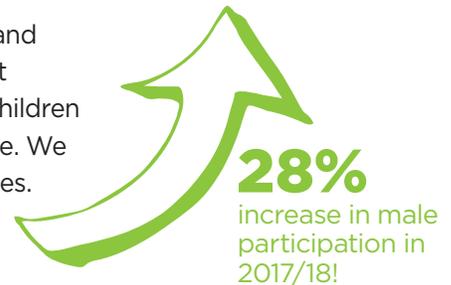
## PARENT EDUCATION

Being a parent is one of the most important things in this world, but babies don't arrive with an owner's manual. We know that for children to be successful, parents and families need to be actively involved in their children's development and learning. In our program, we take an active approach for supporting our parents and caregivers in developing the skills and knowledge needed to raise their children. Over 90% of our families participate!

**2,252** Families Completed Parenting Education

## MALE INVOLVEMENT

Children benefit when all caregivers in their lives are involved in their education and development. Over time, we have seen increases in the numbers of single-parent households with women-headed households in the majority. Despite this, their children often have a regular and consistent relationship with their father or a father figure. We are focused on involving men in our program, which has delivered great outcomes. 479 Men completed a detailed Family Assessment to evaluate the strengths and needs of their family, which resulted in 472 Men creating Family Goals.



## SPOTLIGHT ON SUCCESS

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***Both Joecali and Lizbeth were struggling to support their 3 young children.*** A lack of affordable quality child care created difficulties in maintaining employment, as one parent always needed to be home. The part-time and temporary work they could find were simply not enough to pay their household bills.

Since coming to the Head Start and Early Head Start program in Marion County, this family has begun to soar. Both Joecali and Lizbeth are employed, and full-time income has significantly alleviated their financial stress, giving them more time and energy to focus on their young children.

Both parents are looking forward to the future, as Lizbeth is applying for college classes and Joecali has set a goal of becoming a physician. Joecali is giving back by leading the Male Involvement program as well as serving as Vice Chair for the Policy Council.

Joecali and Lizbeth told us “we are grateful for the Head Start program as our children are benefitting.”





# SPOTLIGHT ON SUCCESS

***Vulnerable families benefit most when community partners work together.***

Despite working hard, low-income families live on the financial brink and a single setback can lead to disastrous outcomes.

The Johnson Family anticipated the worst when their landlord told them they would have to leave their housing. Because one of their children, Chance, was enrolled in Head Start, our Family Advocacy team reached out to our community partners for help. Our partners responded, surrounding the family with support for housing, food, budgeting and job training.



With a steady income, the family was able to get back on their feet and back into permanent housing. Because of the continuity of care with Head Start, Chance continues to thrive in the classroom and at home.

Sometimes we all need the support of our community to help us soar. Ms. Johnson's advice for anyone with struggles is to "keep your head up and keep going".

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## Community Partnerships

Our team works diligently to support families in all aspects of their lives with a myriad of services to meet the diverse needs of the families we serve, such as emergency food assistance, affordable housing options, mental health counseling, job training, substance abuse prevention, child support assistance, financial literacy and more.

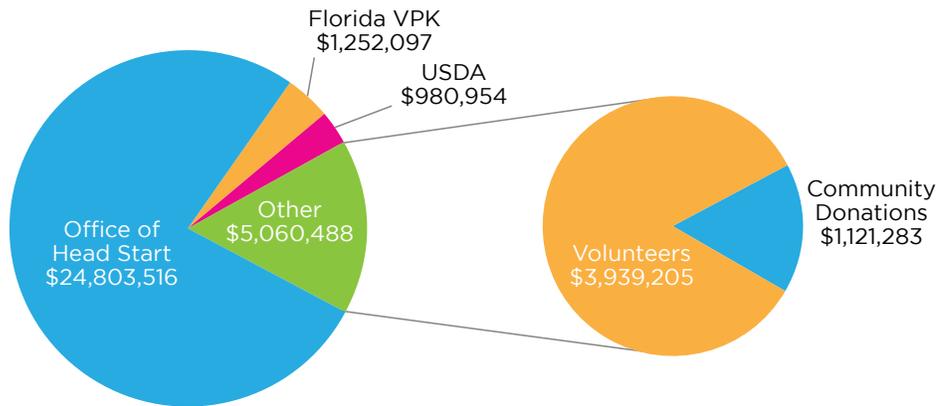
Our major funder, the Office of Head Start, intentionally provides just 80% of the funding needed to support the Head Start Program in our community. They intentionally require agencies to raise the remaining funds in the community to fully engage the community in our work of

Early Education. It is critical that the community demonstrate the importance of this work by providing funding and support in order not to risk the loss of this program that serves our most vulnerable children and families.

Our Community Partners are major contributors to this "Match" Funding by providing everything from cash donations to transportation; from University interns to landscaping; from free rent to therapy support for students with disabilities in the classroom. Every contribution is important, because for every \$1 invested lets Episcopal Children's Services match that dollar with \$4 in federal funding.

# Financials

## 2017/2018 REVENUES



The Office of Head Start intentionally provides funding for only 80% of program operations. Episcopal Children’s Services must demonstrate the community’s commitment by raising an additional 20 cents for every federal dollar received. That’s a small price to pay to ensure our community is preparing our youngest citizens to enter school

ready to learn. When children succeed in school, they enter the workforce prepared to compete in the global economy.

Our funding from the Office of Head Start comes through three grants: Northeast Florida - \$6,311,982; Central Florida - \$14,373,762; Lake - \$3,335,153.

## SPOTLIGHT ON SUCCESS

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***Volunteers are a critical component of our program, comprising almost \$4M in revenues for the past year.*** Our impact would not be possible without the dedication of the hundreds of volunteers who support Episcopal Children’s Services every year.

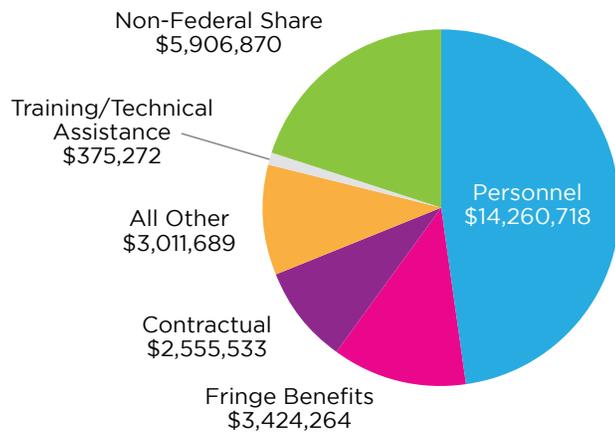


Episcopal Children’s Services has a much higher number of adults who speak English as a second language than the general population because of our focus on serving the most vulnerable in our community, and Sinclair Hugh is a great volunteer who utilizes his ability to communicate with individuals who only speak a different language to support families. Prior to retiring, Sinclair worked in Human Resources and learned firsthand about the difficulties faced by Spanish speaking factory workers. By helping workers understand English, they were able to excel at their jobs.

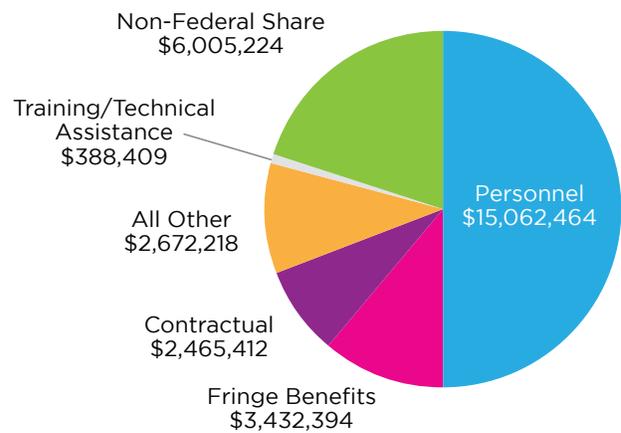
Sinclair gives selflessly of himself, spending three days per week teaching English to our Haitian and Hispanic parents and caregivers. The depth of the impact he makes can be seen with a young mother who came to the United States from Haiti and could not speak any English. Under Sinclair’s guidance, she was able to demonstrate proficiency on her U.S. Citizenship test and became a U.S. Citizen. This young lady is now supporting her family with full-time work in our community.



### 2017/2018 EXPENDITURES



### 2018/2019 BUDGET



### AUDIT RESULTS

Our financial audit is conducted annually by Ralston & Company, a Jacksonville firm, that holds an impeccable reputation in the community, with specific expertise in auditing financials for nonprofit organizations. We have used Ralston & Company for the past 7 years.

Episcopal Children's Services is understandably proud of our track record of receiving an

unqualified opinion on our audits, with no material weaknesses or issues of non-compliance in our financial statements. In addition to the audit of our Consolidated Financial Statements, Ralston & Company also audits compliance for each major Federal Program and State Program as required. Again, these audits have received an unqualified opinion, with no material weaknesses or issues of non-compliance.



## Reviews by the Office of Head Start

Episcopal Children's Services is justifiably proud to present the results of our most recent Monitoring Review by the Administration for Children and Families. Episcopal Children's Services was found to have met the requirements of all applicable Head Start Program Performance Standards, laws, regulation, and policy requirements.

### PROGRAM PERFORMANCE: PROGRAM INFRASTRUCTURE, OVERSIGHT, AND IMPROVEMENT

#### Program Management

Performance in providing program management structure, ongoing oversight and continuous improvement to achieve program goals and ensure child safety and the delivery of high-quality program services, and staff hiring, supervision and development.



#### Program Governance

Performance of governing body and policy councils in their utilization of data and leveraging of expertise for oversight, monitoring, planning and continuous improvement



#### Financial Management

Performance of internal controls, financial management systems, identifying and mitigating risk, adequacy of budgeted resources, budget management, automated accounting and record keeping system



#### Enrollment, Recruitment, Selection, Eligibility and Attendance (ERSEA)

Performance of program in eligibility and monitoring and use of attendance data to support families and to inform program improvements



### PROGRAM PERFORMANCE: SERVICE DELIVERY

#### EDUCATION AND CHILD DEVELOPMENT SERVICE DELIVERY

#### Program Service Delivery

Performance in teaching practices and learning environments, services for children with disabilities and home-based services





**Program Management**

Performance in providing program management structure, ongoing oversight and continuous improvement of education and child development services, and hiring, supervision and development of education and child development staff



**Program Management**

Performance in providing adequate resources for education and child development services



**HEALTH PROGRAM SERVICES DELIVERY**

**Program Service Delivery**

Performance in addressing health status and health needs, providing oral health and nutrition services, mental health services, services for pregnant women and healthy and safe environments



**Program Management**

Performance in providing program management structure, ongoing oversight and continuous improvement of health program services, and hiring, supervision and development of health program staff



**Program Management**

Performance in providing adequate resources for health program services



**FAMILY AND COMMUNITY ENGAGEMENT SERVICE DELIVERY**

**Program Service Delivery**

Performance in integrating family engagement into all systems and services, creating responsive program environments, and identifying family needs and making progress toward individual family outcomes



**Program Management**

Performance in providing program management structure, ongoing oversight and continuous improvement of family and community engagement services, and hiring, supervision and development of family and community engagement staff



**Financial Management**

Performance in providing adequate resources for family and community engagement services



## Program Locations

### NORTHEAST FLORIDA - BAKER, BRADFORD, CLAY, DUVAL, NASSAU COUNTIES

CENTER	ADDRESS
Baker Early Head Start	522 South 6th St.; Macclenny, FL 32063
Baker Head Start/Early Head Start	402 South 8th St.; Macclenny, FL 32063
Bradford Head Start/Early Head Start	1080 North Pine St.; Starke, FL 32091
Clay - Middleburg Head Start/Early Head Start	2506 Blanding Blvd.; Middleburg, FL 32068
Clay - Orange Park Head Start	15 Belmont Blvd.; Orange Park, FL 32073
Clay - Green Cove Springs Head Start/Early Head Start	1107 Martin Luther King Blvd.; Green Cove Springs, FL 32204
Duval - Northside Early Head Start	1070 W. 18th St.; Jacksonville, FL 32209
Duval - Westside Early Head Start	2648 West 5th St.; Jacksonville, FL 32254
Nassau - Callahan Head Start/Early Head Start	45089 Third Ave.; Callahan, FL 32011
Nassau - Fernandina Beach Head Start	516 South 10th St.; Fernandina Beach, FL 32034

### NORTH CENTRAL FLORIDA - ALACHUA, CITRUS, DIXIE, GILCHRIST, LEVY COUNTIES

CENTER	ADDRESS
Alachua - Gainesville Early Head Start	530 NE Waldo Road; Gainesville, FL 32641
Citrus - Carter St. Head Start	2285 Carter St.; Inverness, FL 34453
Citrus - Hernando Early Head Start	245 North Florida Ave., Suite 309 Hernando, FL 34442
Dixie - Served with Home Visitor Staff	Multiple Sites (Visitors go to children's homes)
Gilchrist - Trenton Head Start/Early Head Start	334 NW 11th Ave.; Trenton, FL 32693
Levy - Bronson Head Start/Early Head Start	9051 NE Hwy 27 Alternate; Bronson, FL 32621

CHILD CARE PARTNERS	ADDRESS
Citrus - Koala Tee, Inc.	5640 S. Florida Ave., Flora City, FL 34456
Levy - Clyatt House Learning Center	3690 NW 120th St; Chiefland, FL 32626
Levy - Fun 4 Kids 2	211 NE 4th St.; Chiefland, FL 32626
Levy - Kids N Company of Williston, Inc.	367 N. Main St.; Williston, FL 32696



## Program Locations

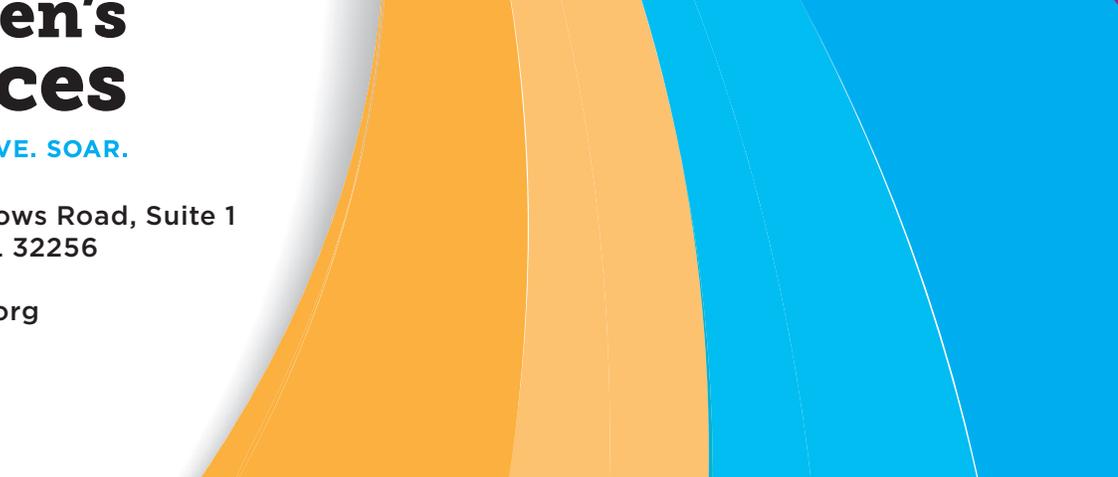
### MARION COUNTY

CENTER	ADDRESS
Boynton Head Start	1701 NW 10th St.; Ocala, FL 34475
Fessenden Head Start	4200 NW 89th Place; Ocala, FL 34473
Howard Academy Head Start	306 NW 7th Avenue, Bldg. 3; Ocala, FL 34475
Skylark Head Start/Early Head Start	1601 NE 25th Ave., Suite 900; Ocala, FL 34470
Thelma Griffith Center Early Head Start	1601 NE 25th Ave., Suite 1000; Ocala, FL 34470
Reddick Head Start	4595 W. Hwy. 316; Reddick, FL 32686

CHILD CARE PARTNERS	ADDRESS
ABC Academy Child Care & Learning Center, Inc.	13865 SW 36th Ave Rd; Ocala, FL 34473
Bellevue Playland & Learning Center	7300 E. Hwy 25; Belleview, FL 34420
Kids Academy, Inc.	2514 12th Court; Ocala, FL 34470
New Beginnings Child Care and Learning Center, Inc.	1606 NE 22nd Ave.; Ocala, FL 34470

### LAKE COUNTY

CENTER	ADDRESS
Clermont Head Start/Early Head Start	690 E. Desos St.; Clermont, FL 34711
Eustis Head Start/Early Head Start	550 E. McDonald Ave.; Eustis, FL 32726
Leesburg Early Head Start	2220 West Main St.; Leesburg, FL 34748
Leesburg Head Start/Early Head Start	1111 Pamela St.; Leesburg, FL 34748
Mount Dora Head Start/Early Head Start	1560 N. Highland St.; Mt. Dora, FL 32757



— EPISCOPAL —

# Children's Services

BELIEVE. ACHIEVE. SOAR.

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