



— EPISCOPAL —  
**Children's  
Services**

*2019*

# ANNUAL REPORT

HEAD START/EARLY HEAD START

# Every child deserves a strong start in life.

## DEAR FRIENDS AND SUPPORTERS,

It is our pleasure to share our Annual Report for the 2018/19 Program Year, highlighting our accomplishments in providing the Head Start and Early Head Start Programs in 12 counties throughout Northern and Central Florida.

Our children and families continue to excel and thrive because of our commitment to excellence. Our results highlight the tremendous learning gains across every educational domain so that our young students are prepared for kindergarten. What makes these gains so impressive is that our children accomplish this growth in development even though 98% of our students come from low-income or highly vulnerable households. With intervention, we are helping these children build resilience to help withstand the stress of family economic hardships, trauma and other adverse childhood events.

Our Head Start program is built on the foundation that parents and caregivers are their child's first, and most important teachers. We are justifiably proud of our parent engagement results, with significant growth in family outcomes and parent involvement. We continue to excel in helping parents build sustainable careers right here with Episcopal Children's Services, with 24% of our staff comprised of current and former Head Start parents.

We are honored and humbled by the recognition of consistent ability to deliver impact. Not only did we launch our annual Achieve Awards to celebrate the extraordinary accomplishments of our team, partners and parents, but we were recognized by the Florida Head Start Association.

The biggest recognition, however, comes when funders are willing to increase their investment in our work, and we were delighted to receive a new contract to expand our Early Head Start program in Duval County.

We hope you will be inspired by the successes we are able to share in this report. We are grateful for every friend, supporter, employee and partner of Episcopal Children's Services for joining us in changing the lives of thousands of children every year.



**Connie Stophel**  
*Chief Executive Officer*



**Vicki Adams**  
*Board President*



## A Win for Duval County To serve 309 More Children! *Funded enrollment increases to 2,392*

Episcopal Children's Services has been awarded the grant to expand our Early Head Start Program in Duval County for five years. With annual funding of over \$5,000,000 per year from the Office of Head Start, our enrollment will grow so that we serve even more of our community's most vulnerable preschoolers, toddlers, infants and pregnant women so that they can

- **Achieve Academic Success** because we prepare children to enter kindergarten ready to learn.
- **Build Family Financial Stability** by supporting the economic and social needs of low-income families.

Our ultimate goal is that every child enter school ready to learn and succeed!

## 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.

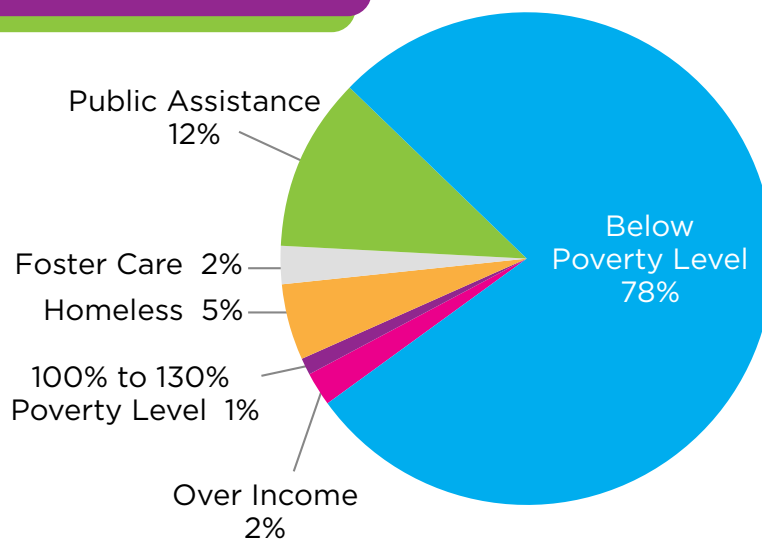
### REACH THEIR FULL POTENTIAL

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

# Who We Serve

**2,942**  
CHILDREN

**2,506**  
FAMILIES



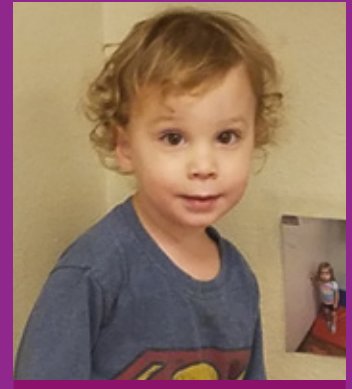
## HEAD START ENROLLMENT

August 2018	100%
September 2018	100%
October 2018	100%
November 2018	100%
December 2018	100%
January 2019	100%
February 2019	100%
March 2019	100%
April 2019	100%
May 2019	100%
June 2019	Summer Break
July 2019	Summer Break

## EARLY HEAD START ENROLLMENT

August 2018	100%
September 2018	100%
October 2018	100%
November 2018	100%
December 2018	100%
January 2019	100%
February 2019	100%
March 2019	100%
April 2019	100%
May 2019	100%
June 2019	100%
July 2019	100%

# SPOTLIGHT ON SUCCESS



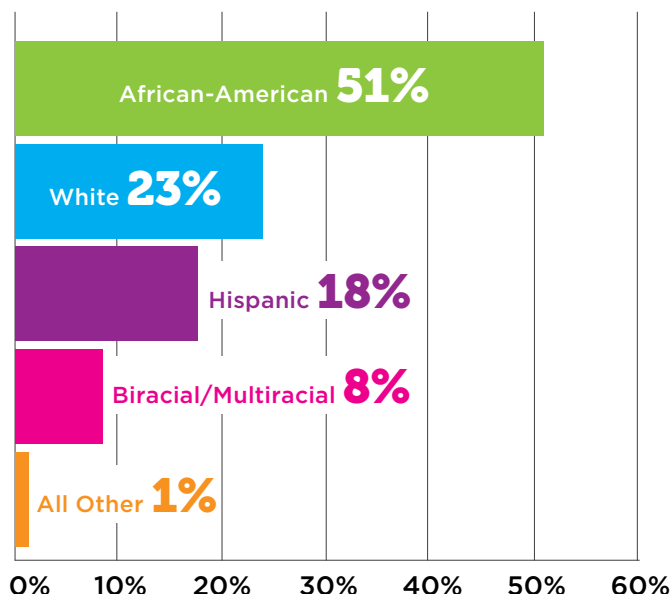
Owen was born prematurely, weighing just over two pounds, and spent the first months of his life in the NICU. When he was 16 months old, his worried Mom looked to us for help – he didn't walk or even crawl, he did not use any words or gestures and would not eat any food.

Our teachers engaged Owen in multiple approaches to learning, which has given him confidence to try new skills. He conquered much of his separation anxiety and began to enjoy being with all his friends in the classroom. He tried new foods and found that utensils help. He loves music, reading, using his sensory skills at the sand and water table and his vocabulary grows daily.

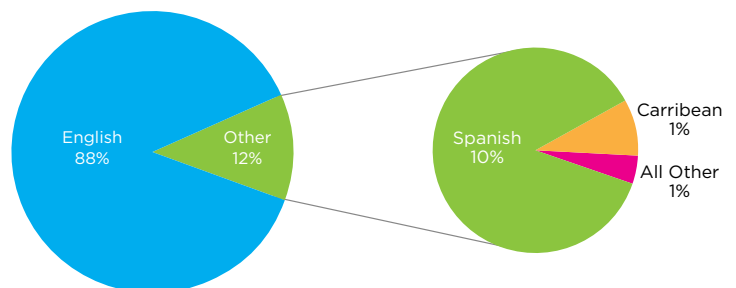
Owen is now walking – or rather running – everywhere! His first year with Early Head Start was filled with progress and accomplishments!

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

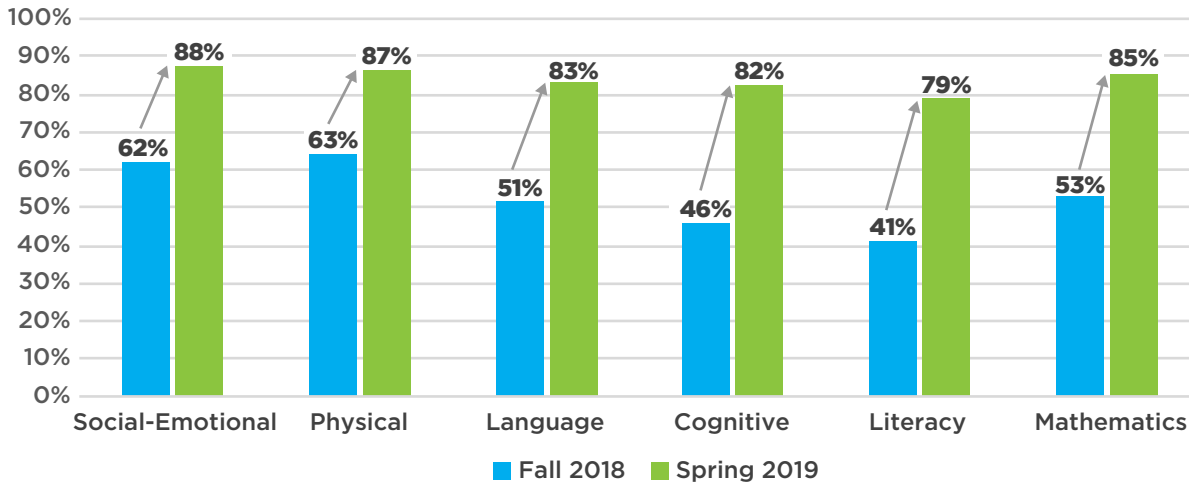
### Race/Ethnicity



### Dual Language Learners



# Preparing Children for School Success



Student learning gains are assessed regularly to determine progress. These results demonstrate our impact in learning gains, with this example showing the improvements made by our three-year-old students from Fall, 2018 to Spring, 2019.

## Early Education Across 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

Our teachers actively engage in conversations to give children the words and the skills to express their thoughts and feelings.



### Cognition

Our approach builds curiosity, wonder and discovery, which provides the basis for problem-solving, mathematical thinking and scientific reasoning.



### Social Emotional Development

Our team creates warm and supportive relationships to give children the capacity to connect to others and learn about their world.



### Mathematics

Our instruction uses everyday experiences so that children grasp counting, recognize patterns and understand shapes to create the foundation for algebraic thinking and geometry.



### Literacy

Our education builds skills to recognize letters and phonetic sounds as well as to understand how printed words convey meaning.



### Physical Development

Our teachers shape experiences for children to develop perception, motor skills and complex coordination.



# Children's Health, Nutrition and Inclusive Services

**94%**  
Students  
with Health  
Insurance



**92%**  
Students with  
a Medical Home

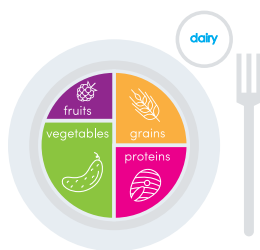


**76%**  
Students with  
a Dental Home



## Wellness and Nutrition

### CHILDREN'S NUTRITION



**415,509**  
Healthy Meals



**185,593**  
Healthy Snacks

## SPOTLIGHT ON SUCCESS

Despite having some physical and social-emotional challenges, Gracelynn's parents were determined that she should live her life without limits and have the same opportunities as every other child.

When Gracelynn began, she could not walk and was behind on her motor skills and language. In addition, she was shy and would sit in the corner just watching the other children. Her teachers quickly went to work with individualized activities and extra supports. Because Episcopal Children's Services creates a supportive environment, children gain confidence to explore their world. Her teachers helped her increase her communication and socialization by encouraging other students to sit by Gracelynn to play with her and inviting her to play with them, utilizing children's natural empathy.

Gracelynn's Mom tells us, "Among so many other challenges she is beating the odds and beyond all limits, Gracelynn strives to be even better and stronger in this journey."





# Parent Engagement

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.

**93%**  
**Completed  
Parent  
Education**

**1,030**  
**Families with  
increased overall  
Family Outcomes**

**85%**  
**Completed Pre- and  
Post- Assessments  
of Family Outcomes**



## SPOTLIGHT ON SUCCESS

After relocating to Jacksonville from New York, Stephanie was unemployed, and she and her 4 month-old son, Arion, were experiencing homelessness. She came to Jacksonville to find employment while her husband remained in New York with their two teenage daughters. When she enrolled Arion at our Westside Early Head Start Center, she worked with our Family Advocate to set family goals, with an immediate focus on employment and housing.

Episcopal Children's Services worked with her on all aspects of her needs - helping her with



English as a second language, using the parent resource computer for on-line job applications, and supporting her with her search for affordable housing. After successfully applying for HUD-assisted housing in a safe area, Stephanie was able to call her husband and the entire family has been reunited. When the teenage girls were struggling to adapt to their new school, our Social-Emotional Specialist was able to talk with the parents and help them get outside services for their daughters.

Stephanie tells us that she has dedicated all her strength to the goal of becoming fully self-sufficient.



Episcopal Children's Services ensures our staff is well-qualified to meet the needs of our vulnerable children and families. Our team is diverse and fluent in numerous languages. We intentionally recruit current and former Head Start parents to create career paths for the future.



*We have staff fluent in Spanish, Caribbean, East Asian, Pacific Island, and Eastern European languages.*

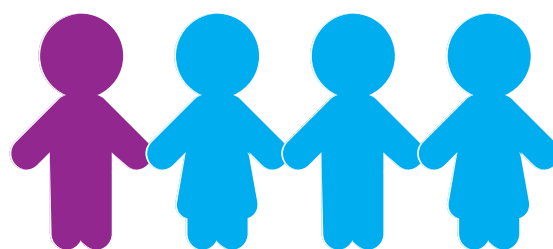
African-American **37%**

White **35%**

Hispanic **22%**

Biracial/Multiracial **3%**

All Other **3%**



**24%**

of our team are  
current or former  
Head Start Parents

**Education Credentials  
Teaching and  
Professional Staff**

Bachelor's or Advanced Degree **92**

Associates Degree **82**

Child Development Associate **223**

# Achieve Awards

The purpose of the Achieve Awards is to celebrate the extraordinary accomplishments of our top Teachers, Staff Members, Parents, and Community Volunteers and Partners who work with our Head Start and Early Head Start children and families.



## TEACHERS OF THE YEAR

### **Mecca Stewart**

#### ***Teacher***

Mecca creates a physical and emotional environment for her young students that is warm and engaging.

### **Julia Meehan**

#### ***Teacher***

Julia has an amazing passion for teaching along with an unfailing ability to meet every child where they are.

### **Sandra Dawsey**

#### ***Teacher***

Sandra exemplifies dedication and a commitment to help every child learn.

## STAFF MEMBERS OF THE YEAR

### **Jamillah Abdullah**

#### ***Family Advocate***

Jamillah equips parents to advocate for their children and themselves.

### **Cynthia Voss**

#### ***Early Learning Specialist***

Cynthia goes above and beyond to coach our teachers on quality interactions with children.

### **Joseph Casale**

#### ***Maintenance Technician***

Joe takes extra care to ensure our classrooms are safe and inviting while serving as a role model for children.

# Florida Head Start Association Recognition

Episcopal Children's Services is proud of our two award winners. Sharlene Singleton, Head Start Parent and Chair of the Central Florida/Lake Policy Council received the **Beating the Odds Award**, which recognizes a parent who has overcome significant challenges on the journey to self-sufficiency.

Autumn Tomas, Vice President of Head Start/Early Head Start will represent our state as a nominee for the **Vanessa Rich Leadership Award**, awarded to a new Head Start/Early Head Start Director (3 years or less) who is carrying on Vanessa's legacy of "Head Start doesn't stop on the front porch, it comes all the way into the house."



## COMMUNITY VOLUNTEERS/ PARTNERS OF THE YEAR

### **Sinclair Hugh**

#### ***Community Volunteer***

Sinclair uses his generous heart and passion for teaching to help immigrants and others who struggle with language to learn to speak and write in English.

### **Jackie Atkinson**

#### ***Lake County Public Schools***

Jackie ensures smooth transitions when children progress from preschool to kindergarten by supporting their teachers and parents.

### **Julie Holt**

#### ***Red Robin***

Julie's commitment and leadership has resulted in thousands of dollars in donations of food and volunteer service from her organization.

## PARENTS OF THE YEAR

### **Alexus Geddes**

#### ***Parent***

Alexus is a testament to the power of faithfulness and hard work with her advocacy for her daughter, McKenzie who is challenged by numerous health issues.

### **Stephen Cleveland**

#### ***Parent***

Stephen is the devoted single father of his daughter, Chloe, and always lends a helping hand to support every person at our Clermont Head Start/Early Head Start Center.

### **Sharlene Singleton**

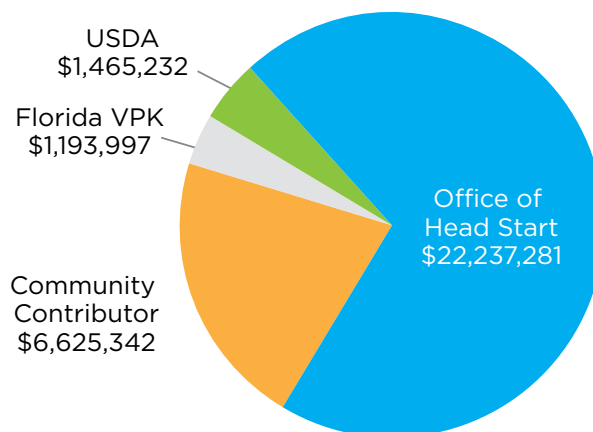
#### ***Parent***

Sharlene demonstrates her commitment to education of her children with her ability to overcome obstacles and setbacks, and still find time to give back to Head Start.

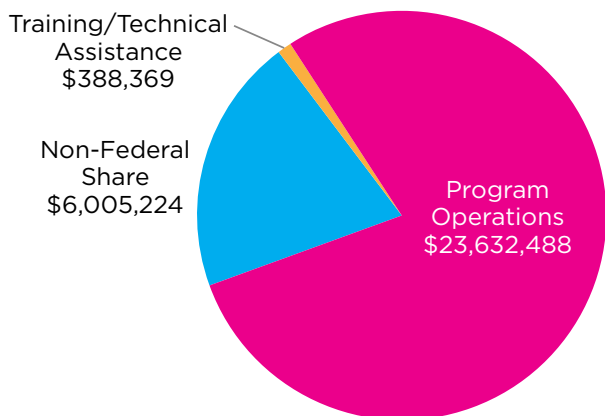
# Financials

## 2018/2019 Revenues

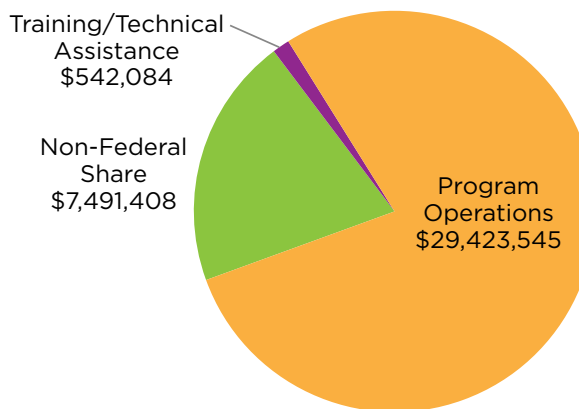
The Office of Head Start intentionally provides funding for only 80% of program operations. Episcopal Children's Services must demonstrate the community's commitment by raising an additional 20 cents for every federal dollar received. That's a small price to pay to ensure our community is preparing our youngest citizens to enter school ready to learn. When children succeed in school, they enter the workforce prepared to compete in the global economy.



## 2017/2018 Expenditures



## 2018/2019 Budget



## SPOTLIGHT ON SUCCESS

When Melissa enrolled her two youngest children into our Leesburg Early Head Start program, she was struggling to make ends meet as she could only find part-time work as a caregiver. Melissa is a very involved parent, as she is passionate about the needs of every one of her 9 children and began volunteering as well as finding ways to increase her income.

Our staff was so impressed with her dedication that we encouraged her to apply to become a Substitute Teacher with Episcopal Children's Services, as she could work with us while also keeping her new job as a dispatcher.



Episcopal Children's Services is dedicated to our employees, and we pay for the outside training and credential requirements for positions in Early Childhood Education. We are delighted that Melissa has finished the 40 hour course required by the State of Florida and is now looking to obtain her Child Development Associate credential. Our Head Start program not only provides excellent care and development for young children; we also provide successful careers for many of our current and former Head Start parents.

## 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 seven 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**

**100%**

**Program Performance: Service Delivery**

**100%**

**Education and Child Development Service Delivery**

**100%**

**Health Program Services Delivery**

**100%**

**Family and Community Engagement Service Delivery**

**100%**



# Program Locations

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

CENTER	ADDRESS
Baker Early Head Start	522 South 6th Street, Macclenny, FL 32063
Baker Head Start/Early Head Start	402 South 8th Street, Macclenny, FL 32063
Bradford Head Start/Early Head Start	1080 North Pine Street, Starke, FL 32091
Clay - Middleburg Head Start/Early Head Start	2506 Blanding Boulevard, Middleburg, FL 32068
Clay - Orange Park Head Start	15 Belmont Boulevard, Orange Park, FL 32073
Clay - Green Cove Springs Head Start/Early Head Start	1107 Martin Luther King Boulevard, Green Cove Springs, FL 32204
Duval - Northside Early Head Start	1070 W. 18th Street, Jacksonville, FL 32209
Duval - Rhoda Martin Early Head Start	337 4th Street South, Jacksonville Beach, FL 32250
Duval - Westside Early Head Start	2648 West 5th Street, Jacksonville, FL 32254
Duval - Wingate	11100 Wingate Road, Jacksonville, FL 32218
Nassau - Callahan Head Start/Early Head Start	45089 Third Avenue, Callahan, FL 32011
Nassau - Fernandina Beach Head Start	516 South 10th Street, Fernandina Beach, FL 32034

CHILD CARE PARTNERS	ADDRESS
Juzt Kidz Learning Center	3534 Winton Drive, Jacksonville, FL 32208
Superior Christian Academy	825 Superior Street, Jacksonville, FL 32254
Lane Ave CDC	1650 Lane Ave. S., Jacksonville, FL 32210
For Your Child Only/Victory Land	6101 Avenue B, Jacksonville, FL 32209
Methodist Children's Village	7915 Herlong Road, Jacksonville, FL 32210

## CENTRAL FLORIDA - ALACHUA, CITRUS, DIXIE, GILCHRIST, LEVY AND MARION 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
Marion - Boynton Head Start	1701 NW 10th St.; Ocala, FL 34475
Marion - Fessenden Head Start	4200 NW 89th Place; Ocala, FL 34473
Marion - Howard Academy Head Start	306 NW 7th Avenue, Bldg. 3; Ocala, FL 34475
Marion - Skylark Head Start/Early Head Start	1601 NE 25th Ave., Suite 900; Ocala, FL 34470
Marion - Thelma Griffith Center Early Head Start	1601 NE 25th Ave., Suite 1000; Ocala, FL 34470
Marion - Reddick Head Start	4595 W. Hwy. 316; Reddick, FL 32686

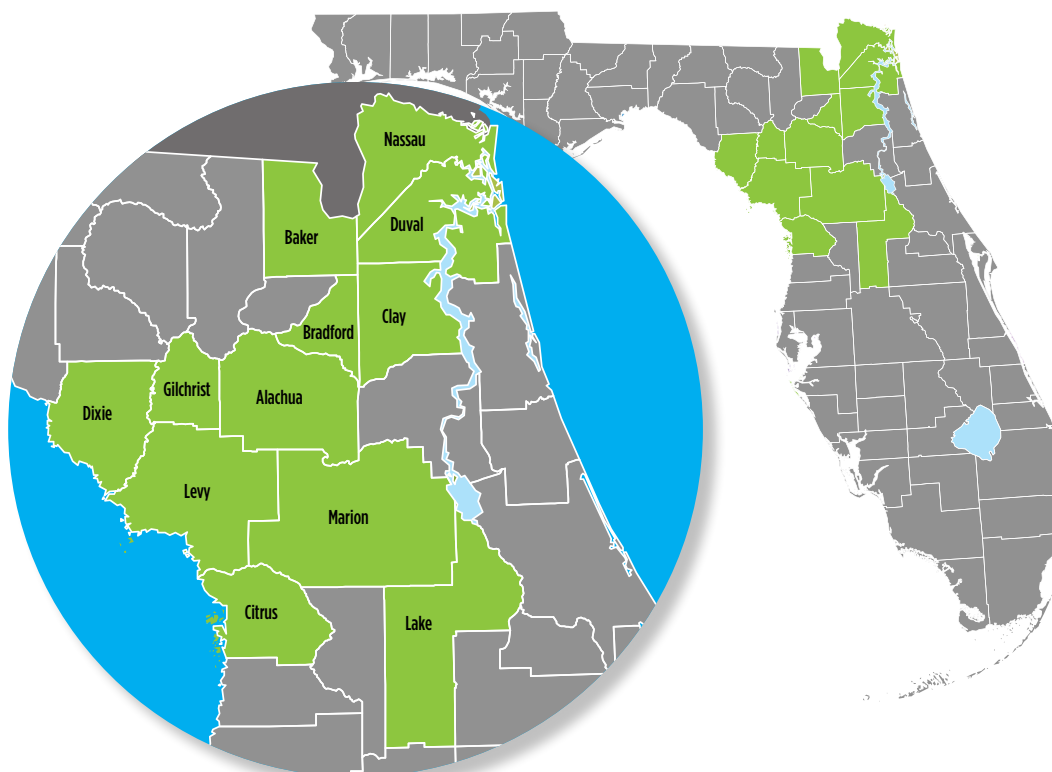


## CENTRAL FLORIDA - CONTINUED

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
Marion - ABC Academy Child Care & Learning Center, Inc.	13865 SW 36th Ave Rd; Ocala, FL 34473
Marion - Belleview Playland & Learning Center	7300 E. Hwy 25; Belleview, FL 34420
Marion - Kids Academy, Inc.	2514 12th Court; Ocala, FL 34470
Marion - 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**

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2019

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## HEAD START/EARLY HEAD START