

BELIEVE. ACHIEVE. SOAR.



2017
Annual Report



— EPISCOPAL —
**Children's
Services**



Episcopal Children's Services History and Mission

Every child deserves a strong start in life. For more than 50 years, Episcopal Children's Services has helped hundreds of thousands of young children build a solid foundation for success in school and life.

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, parent education and teacher enrichment.

The Children We Serve

We serve our community's most vulnerable children and families, those living in poverty, with 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.

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 - cognitive, social, emotion, language, literacy, mathematics, creative arts and physical skills. We build strong families with family advocacy. Our meals are nutritious, featuring whole grains, vegetables and low sugar. Our focus on health results in children who are up-to-date on preventive medical and dental care.



— E P I S C O P A L —
**Children's
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Program Description and Enrollment

Episcopal Children's Services has been a Head Start/Early Head Start provider since 1996, with 21 years of experience.

Since beginning with our first Head Start/Early Head Start grant for Northeast Florida, Episcopal Children's Services provides Head Start and Early Head Start in 12 counties under 3 different grants.

Early Head Start - Early Head Start provides high-quality educational, nutritional, health and social services to low-income and at-risk children from birth to age 3 and their families. Our goal is to provide a strong foundation for children entering Head Start or other Pre-K programs. Children were enrolled in center-based, home-based, and combination program options to serve the diverse needs of our communities.

Head Start: Our Head Start program reaches out to low-income and at-risk children ages 3 to 5 and their families. We provide them with comprehensive educational, nutritional, health, and social support services, as well as tools and resources to promote their development so they enter kindergarten ready to learn.

Enrollment:

Grant	Early Head Start Funded Enrollment	Head Start Funded Enrollment	Total Funded Enrollment
North Florida	260	300	560
Alachua	472	736	1,208
Lake	72	243	315
Total	804	1,279	2,083



Program Locations

Counties Served:

Episcopal Children's Services provides Head Start and Early Head Start in 12 counties. The list by grant is:

- North Florida - Duval, Clay, Nassau, Baker and Bradford Counties
- Alachua - Marion, Alachua, Citrus, Levy, Gilchrist and Dixie Counties
- Lake - Lake County

North Florida Grant Locations by County:

All North Florida Centers are directly operated by Episcopal Children's Services

Baker County

Baker Early Head Start

5222 South 6th Street
Macclenny, Florida 32063

Baker Complex

402 South 8th Street
Macclenny, Florida, 32063

Bradford County

Starke Head Start and Early Head Start

1080 North Pine Street
Starke, Florida 32091

Clay County

Belmont Head Start

15 Belmont Blvd.
Orange Park, Florida 32073

Green Cove Springs Head Start and Early Head Start

1107 Martin Luther King Blvd.
Green Cove Spring, Florida 32042

Middleburg Head Start and Early Head Start

2225 Blanding Blvd.
Middleburg, Florida 32068

Duval County

Northside Early Head Start

1070 West 18th Street
Jacksonville, Florida 32009

Westside Early Head Start

2648 West 5th Street
Jacksonville, Florida 32254

Nassau County

Callahan Head Start and Early Head Start

45089 Third Avenue
Callahan, Florida 32011

Fernadina Head Start

516 South 10th Street
Fernadina Beach, Florida 32034



Alachua Grant Locations by County:

Locations that are not directly operated by Episcopal Children's Services are noted with (CCP)

Alachua County

Gainesville Early Head Start

530 NE Waldo Road
Gainesville, Florida 32641

Citrus County

Carter Street Head Start

2285 Carter Street
Inverness, Florida 34453

Hernando Early Head Start

245 N. Florida Avenue
Hernando, Florida 34442

Koala Tee (CCP)

5640 S Florida Avenue
Floral City, Florida 34436

Dixie County

Cross City Head Start and Early Head Start

490 SW Highway 351
Cross City, Florida 34429

Gilchrist County

Trenton Head Start and Early Head Start

1350 SW State Road 26
Trenton, Florida 32693

Levy County

Bronson Head Start and Early Head Start

9051 NE Hwy. 27
Bronson, Florida 32621

Clyatt House (CCP)

3690 NW 120th Street
Chiefland, Florida 32626

Kids & Company (CCP)

367 N Main Street
Williston, Florida 32696

White Rose Nursery (CCP)

21270 NE 40th Street
Williston, Florida 32696

Marion County

ABC Academy (CCP)

13865 SW 36th Avenue,
Ocala, Florida 34473

Belleview Playland (CCP)

7300 SE County Highway 25
Belleview, Florida 34420

Boynton Head Start

1701 NW 10th Street
Ocala, Florida 34475

Fessenden Head Start

4200 NW 89th Place
Ocala, Florida 34473

Howard Academy Head Start and Early Head Start

306 NW 7th Avenue
Ocala, Florida 34475

Kids Academy (CCP)

2514 NE 12TH Court
Ocala, 34470

New Beginnings (CCP)

1606 NE 22nd Avenue
Ocala, 34470

RCMA Anthony (CCP)

9355 NE Jacksonville Rd.
Anthony, 32617

Reddick/Collier Head Start

4595 W. Highway 316
Reddick, Florida 32686

Skylark Head Start and Early Head Start

1601 NE 25th Avenue, Ste. 900
Ocala, Florida 34470

Thelma Griffith Center Head Start and Early Head Start

1601 NE 25th Avenue, Ste. 1000
Ocala, Florida 34470

Lake County Grant Locations

Clermont Head Start and Early Head Start

690 E Desoto Street
Clermont, Florida 34711

Eustis Head Start and Early Head Start,

550 E McDonald Avenue
Eustis, Florida 32726

Leesburg Early Head Start

2226 W. Main St.
Leesburg, Florida 34748

Leesburg Head Start and Early Head Start

1111 Pamela St.
Leesburg, Florida 34748

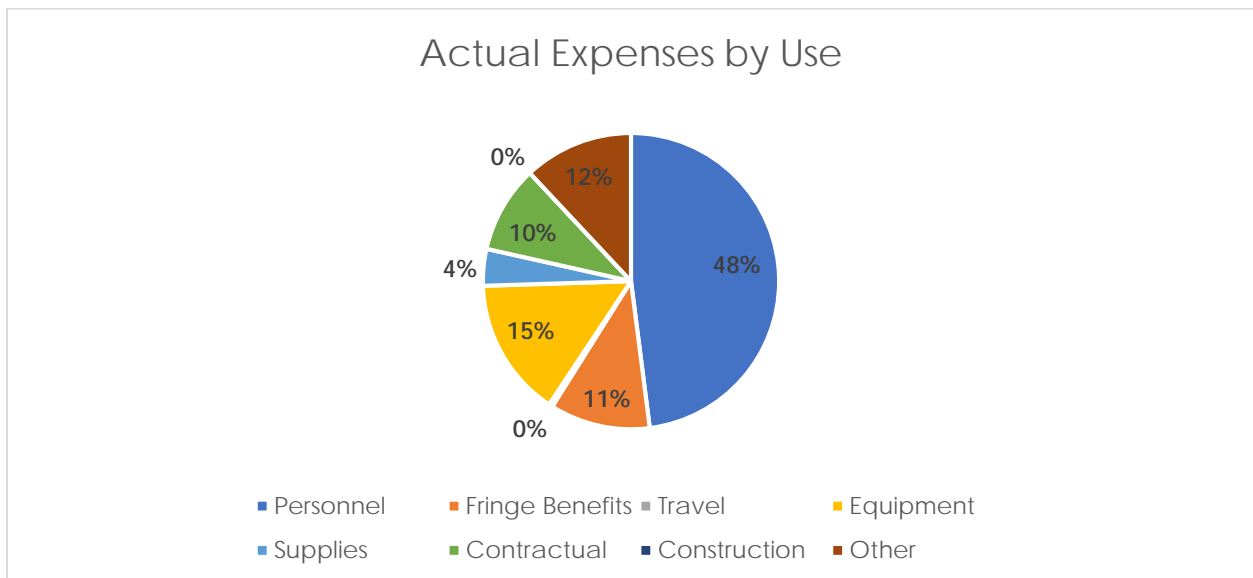
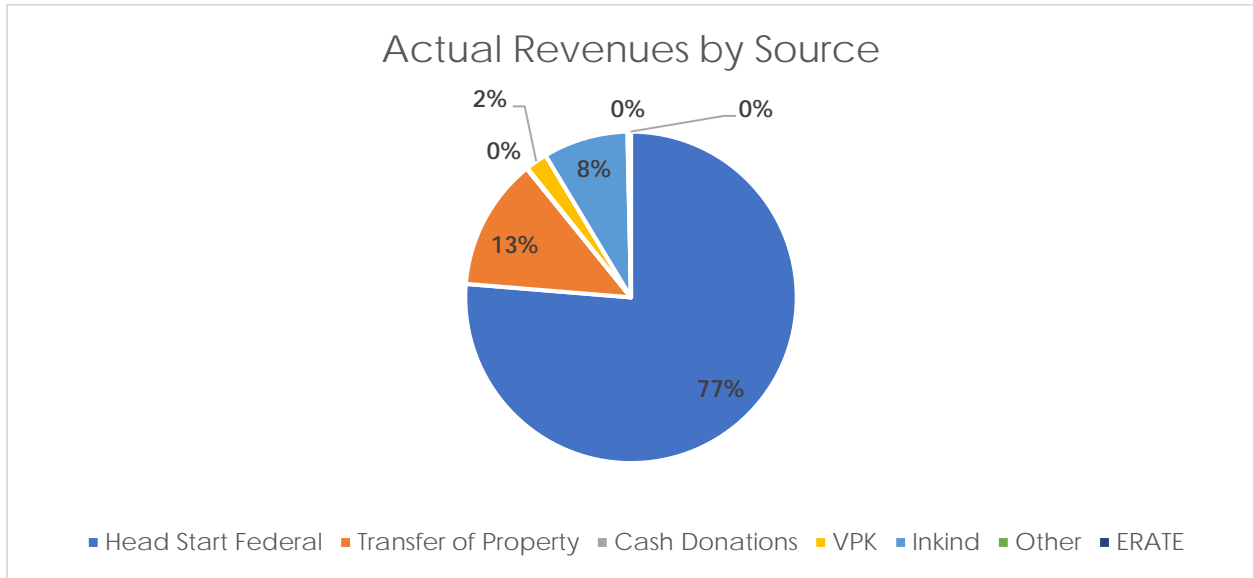
Mt. Dora Head Start and Early Head Start

1560 N. Highland Street
Mt. Dora, Florida 32757



Program Revenues and Expenses

The graphs show Episcopal Children's Services Actual Revenues and Expenses by Source and Use for our 2016/17 Fiscal Year.



Revenue Budget	Head Start	Early Head Start	Admin	Total
Head Start Federal	10,484,704	11,601,491	1,701,311	23,787,506
Transfer of Property	-	-	-	-
Cash Donations	-	-	-	-
VPK	580,970	-	-	580,970
Inkind	810,007	1,313,469	-	2,123,475
Other	-	-	-	-
ERATE	-	-	-	-
Total	11,875,681	12,914,959	1,701,311	26,491,951

Revenue Actual	Head Start	Early Head Start	Admin	Total
Head Start Federal	10,531,030	9,923,351	1,755,573	22,209,953
Transfer of Property	3,745,000	-	-	3,745,000
Cash Donations	17,020	7,826	-	24,846
VPK	620,943	-	-	620,943
Inkind	1,444,383	964,892	-	2,409,275
Other	65,816	11,980	-	77,797
ERATE	22,231	-	-	22,231
Total	16,446,423	10,908,048	1,755,573	29,110,044

Expense Budget	Head Start	Early Head Start	Admin	Total
Personnel	5,542,202	6,708,745	1,074,359	13,325,306
Fringe Benefits	1,443,056	1,527,104	283,844	3,254,004
Travel	47,750	23,567	14,595	85,912
Equipment	105,937	100,669	81,349	287,955
Supplies	493,567	574,812	14,584	1,082,964
Contractual	1,379,957	1,131,878	44,843	2,556,678
Construction	-	-	-	-
Other	2,049,796	1,630,194	187,735	3,867,726
Total	11,062,266	11,696,968	1,701,310	24,460,545
Inkind	813,415	1,217,991	-	-
Total with Inkind	11,875,681	12,914,959	1,701,310	26,491,951

Expense Actual	Head Start	Early Head Start	Admin	Total
Personnel	5,828,329	5,846,515	1,181,728	12,856,572
Fringe Benefits	1,383,551	1,287,595	263,645	2,934,791
Travel	54,481	49,297	5,215	108,994
Equipment	3,861,336	202,949	-	4,064,286
Supplies	550,262	508,702	14,504	1,073,467
Contractual	1,570,053	892,861	89,625	2,552,539
Construction	-	-	-	-
Other	1,529,538	1,110,479	200,856	3,208,266
Total	14,777,551	9,898,399	1,755,573	26,431,523
Inkind	1,668,872	1,009,649	-	-
Total with Inkind	16,446,423	10,908,048	1,755,573	29,110,044

Explanation of Revenue Sources

Episcopal Children's Services receives funding for the Head Start and Early Head Start programs primarily from the US Department of Health and Human Services Office of Head Start. Additional revenues come from:

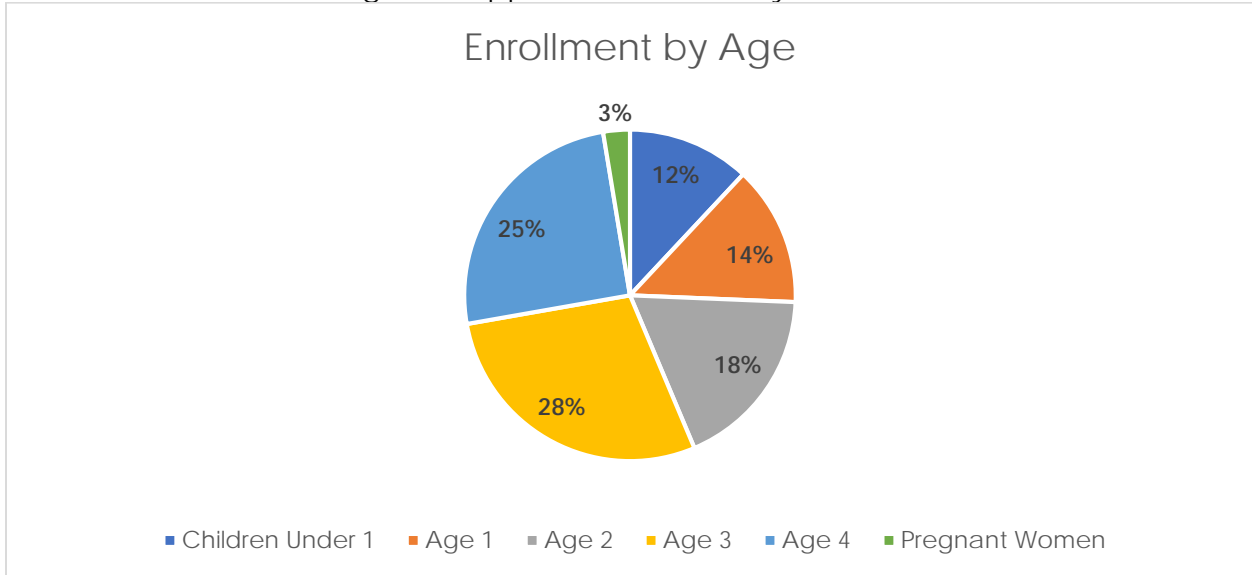
- Transfer of Property: When a new grant is received, property is transferred from the previous grantee.
- Cash donations: Donations from individuals and foundations can help provide program enhancements that would not otherwise fit into the budget.
- Voluntary Prekindergarten (VPK): The VPK program is a state-funded initiative that provides a framework and subsidy for an early educational program during children's year prior to kindergarten. ECS Head Start 4-year-olds are enrolled in the VPK program.
- In kind: In kind donations come from a very wide range of sources, including parents who volunteer their time, health professionals who provide information to parents and staff, and community volunteers who help govern our programs.
- Other: Miscellaneous sources of revenue
- ERATE: Discounts for schools for telecommunications and internet access.

Expenses are broken out by general categories.

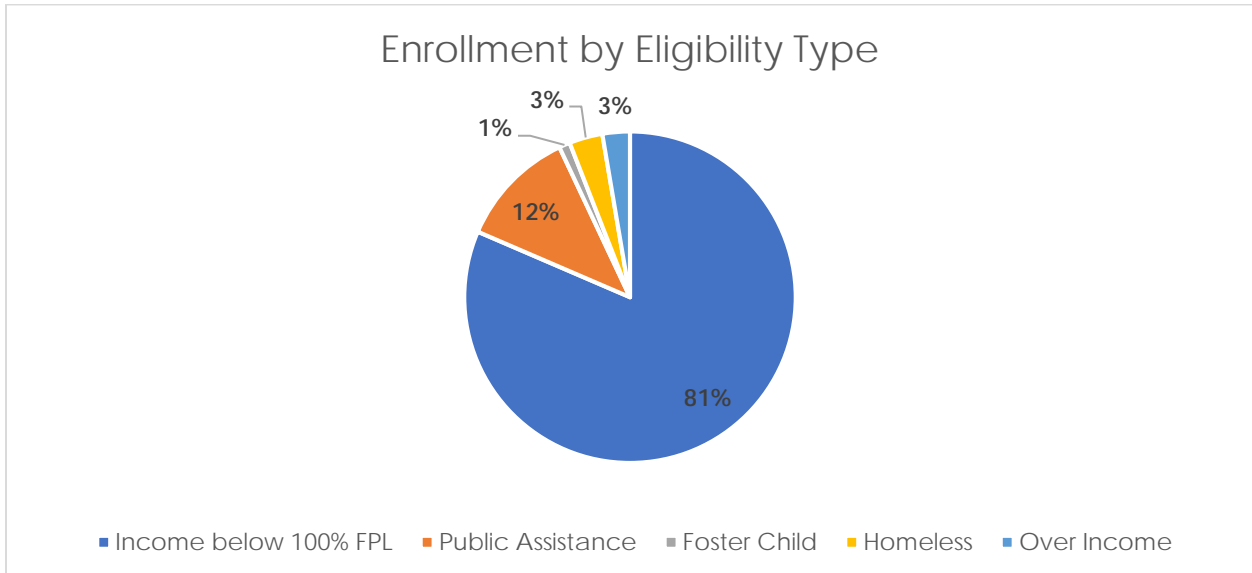
Program enrollment

Episcopal Children's Services focuses on our community's most vulnerable children and pregnant women.

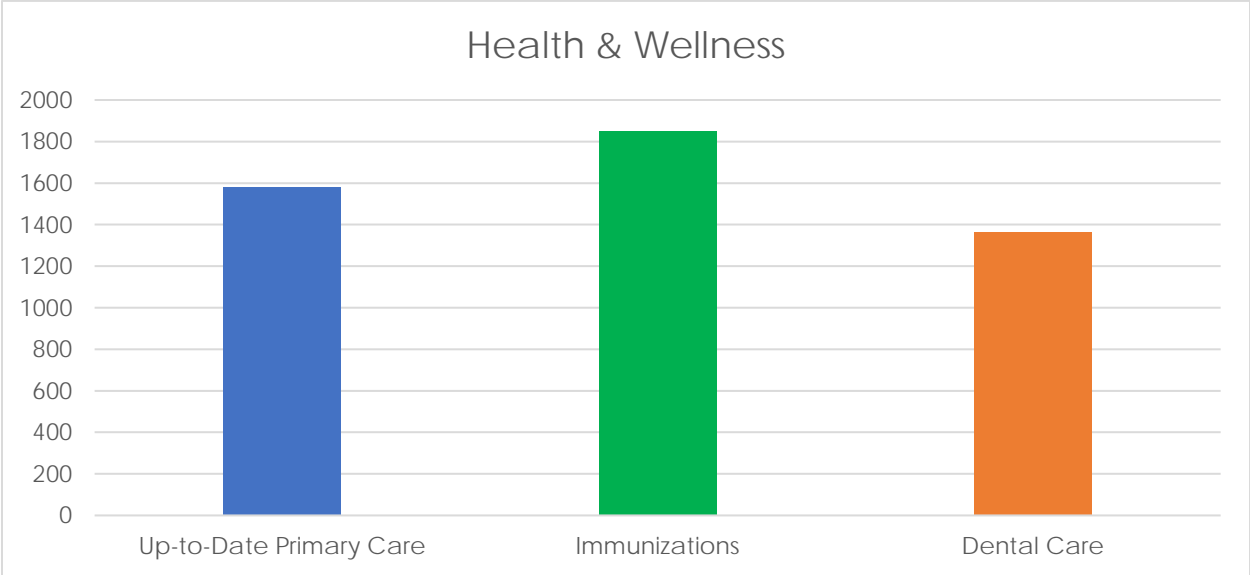
We serve a wide mix of ages to support our community.



We intentionally focus on our community's children and pregnant women who are most at risk.



We work diligently to ensure our children receive preventive, well-care for medical needs, immunizations to protect against disease and oral health.



Nutrition: Because access to proper nutrition is often limited for low-income children, we provide two full meals plus a snack every day. Our menus are approved by a registered dietician and meet the cultural, developmental and nutritional needs of each age group. Well-nourished children are healthier, more attentive and have better mental performance.

Meals served in the last year: 467,411



Community Engagement

The Episcopal Children's Services Head Start and Early Head Start program promotes involvement and engagement from parents and the community.

- Parent engagement: Parents are provided with a number of opportunities to increase their involvement and engagement with their children, both inside and outside of the classroom. ECS staff hold monthly gatherings at each center for parents to participate. Often these meetings include educational components to help improve parenting skills and knowledge. All ECS centers also provide parent involvement opportunities directed towards fathers and father figures to promote the importance of male influences on at-risk children. The Head Start and Early Head Start programs are governed in part by a representative board of Head Start and Early Head Start parents, and all major program decisions must be approved by this board. Finally, parents provide a large percent of program volunteer in-kind support.
- Volunteer support: Head Start and Early Head Start is a program that best thrives with community involvement. Community involvement is important to successful program activities, and allows ECS to be responsive to the unique qualities of the different areas we serve.



School Readiness

The Episcopal Children's Services Head Start program is committed to ensuring that children are prepared for kindergarten, despite the challenges they face. Episcopal Children's Services has extensive systems in place to help children get ready for school.

Assessments: Episcopal Children's Services uses a range of assessments as identified in the following analysis to determine children's progress at various intervals throughout the year. In general, children are assessed at the beginning and end of the school year. In many instances children are assessed at midyear as well to determine their improvement.

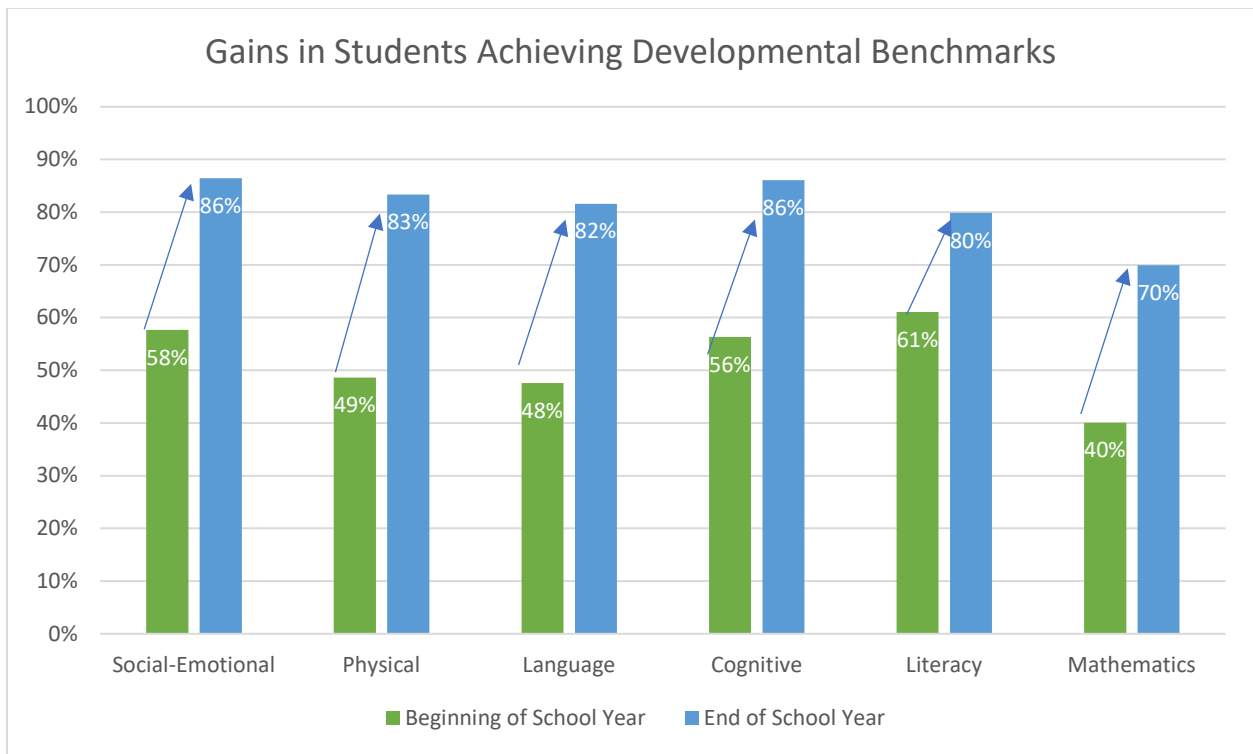
Application of data: Teachers use data from assessments to individualize instruction for children so that each receives the appropriate intervention for his/her development level. ECS additionally reviews data by classroom and by center to better understand the unique needs of teachers and center managers.

Placement of data in TA Plan and Self-Assessment: Each year Episcopal Children's Services utilizes findings from the outcomes analysis to guide how we improve our programs. Needs identified from assessments are addressed by providing additional training and programmatic support for teachers and coaches.

- Teacher and Education Staff used the Teaching Strategies GOLD Teacher Resources to plan and execute high quality, individualized lesson plan.
- Early Childhood Specialists (classroom coaches) conducted demonstrations and observations focusing the results of Child Outcomes and Classroom Assessments that measure the quality of teacher and child interactions.
- Training on encouraging higher order thinking skills to develop concepts and language were a focus.



School readiness goals and analysis: There was improvement overall in all of the school readiness domains assessed. These scores are all improvements over pretest results. ECS's school readiness goals and results are as follows:



Teacher training: The program also works to improve the quality of instruction through continuous training. Episcopal Children's Services provides coaching and training in domains shown to improve children's development including emotional support, classroom organization, and instructional support. We use the CLASS assessment at various intervals throughout the year to evaluate teachers' skills.

Kindergarten transition: Episcopal Children's Services is committed to ensuring that our children are prepared for kindergarten. In addition to working with children and families to promote children's development, we also provide supports to children as they leave our program at five years old. Episcopal Children's Services partners with the Local Education Agencies of each of the counties where our centers are located to develop a transition plan in which children are introduced to the schools they will be attending, and important information about the child is shared with the kindergarten teachers. We also provide training to kindergarten teachers about the needs of high risk children who come from Head Start. Each county's School Readiness and Transition Committee make goals, including special events, two-way communication, family support and meeting the needs of the individual child. Community members and representatives for the local elementary school collaborate to ensure a smooth transition.