Orange County Head Start Division

Annual Report

Fiscal Year 2011-2012

for the
Orange County Board of County Commissioners

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SHARED GOVERNANCE
Grantee: Orange County Board of County Commissioners

Teresa Jacobs
Mayor

Scott Boyd
District 1

Fred Brummer
District 2

John Martinez
District 3

Jennifer Thompson
District 4

Ted Edwards
District 5

Tiffany Moore Russell
District 6
Head Start Policy Council Roster

Cedric Cuthbert, Chairperson
Deborah Rivera, Treasurer
Inez Clayton, Parliamentarian

Monica Christian, Vice-Chairperson
Brittany Miller, Secretary

Representatives

Erica Vargas, Aloma
Yolanda Rumph, Callahan
Lilian Sosa, East Orange
Inez Clayton, Frontline
Monica Christian, Hal P. Marston
Cameron Campbell, Lake Weston
Sasha Rodriguez, Maxey
Deborah Rivera, Orlando Tech
Eurika Hagins, Southwood

Crystal Miller, Bithlo
Antonia Kaye, Denton Johnson
Dawn Kenney, Engelwood
LeShayla Holley, Grand Ave.
Cindy Fenty, John Bridges
Brittany Miller, Lila Mitchell
Latrese Coleman, Oakridge YMCA
Brittany Mathis, Pine Hills
Eugene Phillips, Taft
Queen Lewis, Tangelo Park

Head Start Program Management Staff

Dr. Jacquelyn Jenkins, Division Manager
Gay DeLaughter, Senior Program Manager, Administration
Milagros Font, Senior Program Manager, Health, Social Services, and ERSEA
Sonya Hill, Senior Program Manager, Education & Operations
Ray Carmichael, Program Manager, Fiscal
Yan Ingram, Program Manager, Quality Assurance
Orange County Head Start

“Ready Minds, Healthy Bodies”

VISION STATEMENT
Orange County Head Start: School Ready Children and Self-Reliant Families

MISSION STATEMENT
Orange County Head Start provides high quality, comprehensive services to low-income children and their diverse families through collaborative partnerships.

PHILOSOPHY
Orange County Head Start believes in providing high quality, comprehensive services for children and families by providing developmentally appropriate, supportive learning environments for children. We embrace diversity and support families as they become self-reliant. We believe in providing opportunities for staff professional development and supporting employee wellness. We believe in collaborative partnerships and teamwork.

VALUES
- High quality and excellent comprehensive services
- School ready children and Self-reliant families
- Employees Personal and Professional Development and Well-Being
- Diversity and Teamwork
- Family Involvement and Participation
- Collaborative Partnerships and Community Support
STAKEHOLDERS

Orange County Board of County Commissioners
Parents/Policy Council

Adult Literacy League
Central Florida YMCA
Children’s Home Society
City of Orlando
Community Health Centers of Florida
Early Learning Coalition
Florida Senior Program (Foster Grandparents)
Frontline Outreach, Inc.
Goodwill Industries of Central Florida
Head Start staff
Healthcare Center for the Homeless
Job Partnerships of Florida
Kinder Konsulting & Parents Too
Nemours Foundation
Orange County Health Department
Orange County Library System
Orange County Public Schools
Orlando Museum of Art
Orlando Science Center
Pine Castle Little League
PNC Bank
Quest, Inc.
Reading is Fundamental
R.G. Therapy Services
Florida Department of Revenue Child Support Enforcement
United Cerebral Palsy
University of Central Florida
DIVISION PROFILE

Orange County Board of County Commissioners is the grantee for the Head Start Program. The Orange County Head Start Division operates under the auspices of Family Services Department and is one of eleven divisions within the Family Services Department.

Head Start recruits and determines eligibility for children and families within targeted areas of Orange County. Head Start provides developmentally appropriate experiences for all enrolled children.

During the 2011-2012 year Head Start served 1,536 children and their families at (19) nineteen centers. Comprehensive Services include: health and developmental screenings, establishment of family goals, nutrition guidance, community resource referrals, parent training and program evaluation.

Head Start firmly believes that the home is the first school and parents are children’s first teacher. From the first meeting with Head Start parents, staff encourages families to participate in all aspects of the Head Start program. Children of involved parents are more likely to succeed academically. Parent involvement also promotes life-long learning.

Teachers focus on building children’s skills in the following eleven domains of learning and development: Approaches to Learning, Creative Arts, Early Math, English Language Acquisition, Language, Literacy, Logic and Reasoning, Nature and Science, Physical Development and Health, Social Studies, Social and Emotional Development. Teachers conduct home visits and parent conferences to discuss the children’s skills and progress. Head Start collaborates with the Local Education Agency (LEA), Orange County Public Schools, to streamline the transition of Head Start children into Kindergarten.

The Head Start experience promotes children’s physical, cognitive, social and emotional development so they may reach their highest potential. Head Start provides children with critical preschool skills for kindergarten readiness. Children that participate in high quality early learning programs such as Head Start are more likely to succeed in kindergarten, school, work, and life. The program’s foundation is holistic and serves the entire family. Comprehensive services are designed to help families achieve economic independence and self-reliance.

The Education Team is led by a Senior Program Manager of Education & Operations and two (2) Field Operations Supervisors that monitor field operations, including compliance with federal performance standards and state licensing requirements. In addition, three (3) Education Coordinators provide field staff with technical assistance and training. Training includes mentoring/coaching, curriculum, and teaching strategies designed to improve child outcomes scores related to eleven domains.

The daily operations are managed through center-based management. Center staff is comprised of Center Managers, Teachers, and Community Social Workers. Orange County Head Start's organizational structure allows cultural diversity and provides technical supervision of daily operations. The grantee provides safe facilities and healthy environments that are conducive to learning. Transportation is also provided at designated sites, primarily in rural areas.
HEAD START CULTURE

Head Start's culture has always been a model of diversity. Head Start represents a blending of races, languages, religions, and socio-economic levels.

Across the nation Head Start programs serve families from around the world. Head Start families are comprised of various ethnicities, religions, cultures and speak languages other than English. Cultural diversity adds to program strengths as well as challenges. Orange County Head Start staff encourages non-English speaking children to be self-confident and build upon their primary language and culture within their respective communities.
PROGRAM DESIGN AND MANAGEMENT

Program Governance
Orange County Board of County Commissioners have written policies that define the roles and responsibilities of its governing body members. The Head Start Leadership and Management Team have integrated a systems approach to achieve positive child and family outcomes. Its goal is to provide the highest quality early learning program for preschool children and their families in Orange County.

Quality Assurance monitors service area accountability and updates standard operating policies and procedures, and monitors program functions necessary to implement a high quality program.

Head Start Policy Council has established and maintains a formal structure of shared governance so that parents may participate in planning and policy making decisions relating to the program.

Policy Council assists management and its governing body with the annual Self-Assessment. Its members are involved in all aspects of planning, including new program development and implementation, reviews and approves standard operating procedures, refunding grant, strategic plan, program improvement plan, and assists in the hiring of key personnel. They also ensure that funds are set aside for parent activities. Parent Committees are responsible for planning, conducting and participating in program activities for parents.
Management Systems and Procedures

Program Planning: Orange County Head Start has developed and implemented a systematic, ongoing program planning process that includes: consultation of the program's governing body, policy groups, program staff, and community organizations that serve low-income families with young children. Every three years Head Start must conduct a county-wide Community Assessment to identify target areas for program expansion, update demographics, needs of low-income families and available resources. Based on the findings of the Self-Assessment and Community Assessment, management must establish short and long term goals through its Strategic Plan to address the findings. It's program philosophy must also reflect the findings of the program's annual Self-Assessment and Community Assessment. Additionally, the program must develop written plans for implementing services in all service areas.

Communication: Orange County Head Start has established and implemented communication systems to ensure that timely and accurate information is provided to parents, policy groups, staff and the community. Effective two-way communication between staff and parents is carried out on a regular basis throughout the year.

Communications with governing body: Orange County Head Start must ensure that the governing body receives regular communication from U.S. Health and Human Services, Administration for Children & Families, Office of Head Start, program initiatives, financial reports, refunding grant proposal, updated standard operating policies and procedures, and other items.

The Head Start Division maintains an efficient and effective record-keeping system that provides accurate and timely information relating to children, families and staff. All health related information is maintained confidentially. Financial reports and program operation reports are generated to assure fiscal accountability and program quality. This information may be relayed to advise the governing bodies, policy council and staff of program progress.

A Self-Assessment is performed annually, with consultation and participation of the policy council and community members. The self-assessment determines program effectiveness and progress in meeting program goals and objectives and compliance with federal regulations, state licensing requirements and local laws.
Staff Qualifications

Organizational Structure: Supports the accomplishments of the program objectives. This structure addresses the major functions and responsibilities assigned to each staff position and it also provides evidence of adequate mechanisms for staff supervision and support.

Standards of Conduct: Ensures that all staff, consultants, and volunteers abide by the program's standards of conduct.

Staff Performance Appraisals: are used to identify staff training and professional development needs. This process also assists in the process of modification of staff development plans, as necessary. This avenue also allows each staff member the opportunity to improve his or her skills and professional competencies.

Training and Development: Orange County Head Start has established a professional development program and provides academic credit whenever possible. Professional development is designed to help build interpersonal relationships among staff. Training includes ongoing opportunities for staff to acquire knowledge and skills necessary to meet expectations for their respective jobs and compliance with Head Start Performance Standards.

Orange County has made a commitment to ongoing professional development for all staff. Training includes in-service, local and national conferences, and outside consultants. Staff has opportunities for training to learn more about their respective field. Orange County Head Start also has an active subscription to the Child Care Education Institute (CCEI) in which teachers and other staff are able to complete on-line trainings on topics relevant for professional development. These trainings are just one component to help enrich and support the learning environment and the services provided to the children and families served.
Facilities, Equipment and Materials

Physical Environments and Facilities: The program provides a physical environment and facilities conducive to learning and is reflective of the different stages of development of each child. Each of the 19 centers have at least 35 sq. ft. of usable indoor space per child (exclusive of bathrooms, halls, kitchens, staff rooms and storage places) and at least 75 sq. ft. of usable outdoor play space per child, is required to meet the licensing requirements of the state.

Maintenance and repair provisions are made to ensure the following:

Safety and security of all Head Start facilities, materials and equipment.
Free of toxins such as smoke, lead, pesticides, herbicides, and other air pollutants as well as soil and water contaminants.
Prevent any child from leaving the premises and getting into unsafe and unsupervised areas.

Head Start Physical Environment and Facilities: Orange County Head Start conducts a safety inspection at least annually, to ensure that each facilities space, light, ventilation, health and other physical arrangements are consistent with the health, safety and developmental needs of children.

Head Start Equipment and Furniture includes the following:

Equipment, toys, and materials owned or operated by Orange County Head Start.
Supportive of educational objectives and learning experiences of the program.
Supportive of the culture and ethnic diversity of the children.
Age-appropriate for the level of each child served.
SERVICES AT A GLANCE / HIGHLIGHTS

Fiscal

Orange County Administrative regulations, federal regulations and guidelines both govern the practices of Orange County Head Start’s fiscal unit. Internal and external audits conducted over the past 12 months have found the program to be in total compliance with all regulations.

The United States Office of Health and Human Services funds the Head Start program at $12.2 million dollars. Orange County Government funds the Head Start program at $900,000 and the United States Department of Agriculture $1.4 million dollars for child care food program.

Orange County Head Start annually analyzes laws, regulations, legal opinions and decisions, procedures and rulings to ensure 100% compliance with federal Head Start rules and regulations. These practices have further ensured the program’s effectiveness and help to assure future and current matters affecting the program as a whole are addressed.

Safe Environments

Safety is a priority in Head Start programs. Head Start’s goal in this area is to ensure that programs are providing safe environments, both inside and outside, for staff, children, and families. Orange County Head Start continuously monitors the level of compliance through daily checklists, on-site monitoring visits that check internal and external environments and materials for compliance with state/local certification and licensing requirements, group size and ratios, sanitation and hygiene practices. This analysis also includes examining the program’s policies and procedures for safety drills and maintenance of first aid kits, training of staff, accommodating children with disabilities, food safety and sanitation.
Service Area: Nutrition

Orange County Head Start provides children with breakfast, lunch, and snacks at 12 community centers, two (2) leased sites and seven (7) school sites. The Nutrition team consists of (1) Senior Program Manager who oversees the Unit, (1) Senior Nutrition Coordinator, (2) Assistant Nutrition Coordinators, and (12) Food Service staff. The grantee has a formal partnership with Women, Infants, and Children (WIC) and Orange County Public Schools (OCPS) for the provision of nutritional education, food service, counseling, and referrals for health care.

Nutrition Services are provided through information obtained from parents concerning a child’s dietary history and special diets due to religion or health problems related to nutrition. The Nutrition team provides Head Start parents with information about healthy eating, food groups, and wellness programs. Children receive a well balanced meal designed to provide two–thirds of their daily nutritional requirements.
The outcomes achieved by the Nutrition Service Area for FY 2011-2012 are:

♦ Provided 702,921 meals to 1,795 enrolled children.

<table>
<thead>
<tr>
<th>Number of Enrolled Children</th>
<th>Meal</th>
<th>Number of Meals Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,795</td>
<td>Breakfast</td>
<td>251,634</td>
</tr>
<tr>
<td></td>
<td>Lunch</td>
<td>252,960</td>
</tr>
<tr>
<td></td>
<td>Snack</td>
<td>198,327</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>702,921</td>
</tr>
</tbody>
</table>

♦ A total of 172 out of 1,795 (9.5%) children were listed and received special needs / diets during the 2011-2012 school year.
♦ A total of 83 out of 780 (10.6%) children were listed and received special needs / diets during the 2012 summer program.
♦ A total of 754 out of 1,795 (42%) children and their families received nutrition counseling, information and referrals.
♦ A total of 57 USDA monitoring reviews were conducted to ensure food safety and sanitation requirements.
♦ A total of 81 classroom observations were conducted to ensure compliance with Head Start Performance Standards.
♦ All nutrition service area staff participated in the Child Care Food Program Food Safety workshop and provided technical and administrative support to Head Start staff.
Service Area: Disabilities & Mental Health

Orange County Head Start program promotes inclusive environments and accommodates children with special needs. The Disabilities & Mental Health team consists of (1) Senior Program Manager who has oversight of (1) Program Manager, (1) Senior Children Counselor, and (2) Senior Social Workers. The Disabilities & Mental Health team makes appropriate referrals on behalf of children with suspected or diagnosed physical, developmental or mental health disabilities.

The Federal Law requires Head Start program to provide 10% of its total enrollment opportunities for children with disabilities identified through the Local Education Agency. The children receive speech/language therapy, occupational therapy, physical therapy, and individualized instruction in their classrooms through Orange County Public Schools and county-approved, contracted agencies.

Mental Health services include consultations with staff, parent conferences, and referrals for behavioral counseling. Trainings for staff and parents are also provided in areas such as parenting, self-esteem, classroom management, and positive behavior support.
The outcomes achieved by the Disabilities & Mental Health Service Area for FY 20011-2012 are:

♦ A total of 389 out of 1,795 (20%) children with disabilities were served in the program. Disabilities included speech/language impairments, developmental delays, and health impairments, and autism.
♦ A total of 170 out of 1,536 (11%) children were diagnosed through Orange County Public Schools.
♦ A total of 181 out of 1,795 (10%) children and families received mental health services through the Head Start program.
♦ A total of 113 out of 1,795 (6%) children received behavioral and/or counseling services through licensed mental health providers.

<table>
<thead>
<tr>
<th>Number of Diagnosed Children</th>
<th>Types of Diagnosed Disabilities</th>
<th>Number of Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>389/ 1,795 (20%)</td>
<td>Developmental Impairment</td>
<td>223</td>
</tr>
<tr>
<td></td>
<td>Health Impairment</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Speech/Language Impairment</td>
<td>164</td>
</tr>
<tr>
<td></td>
<td>Health Impairment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Autism</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>389</td>
</tr>
</tbody>
</table>
Service Area: Health (Medical & Dental)

The Health Services Area is comprised of (1) Senior Program Manager who oversees the unit, (1) Program Manager, (1) Registered Nurse Supervisor, and (2) Licensed Practical Nurses. The Health Team is responsible for ensuring the provision of health and dental services to enrolled children based on Florida Medicaid’s Early Periodic, Screening, Diagnosis, and Treatment (EPSDT), Center for Disease Control, and Federal, State, and Local guidelines; as well as physician orders and best practices. The Health team works closely with parents to encourage early intervention and preventive health care. Head Start children are required to receive a physical examination, age appropriate immunizations, vision, dental, hearing, speech and language development screenings within 45/90 days of enrollment.
The outcomes achieved by the Health Services Area for FY 2011-2012 are:

♦ A total of 1,379 out of 1,795 (77%) children were up-to-date on their Early Periodic Screening, Diagnosis, and Treatment (EPSDT) schedule of well child care.
♦ A total of 1,594 out of 1,795 (89%) children completed dental exams within the required 90 days of enrollment.
♦ A total of 1,486 out of 1,795 (87%) children completed/updated in their age-appropriate immunization schedule.
Service Area: Family & Community Partnership

The Family & Community Partnership Service Area is a vital service in Head Start. A critical aspect of Orange County Head Start is Parent Involvement. Over 2,000 Head Start parents volunteer in classrooms, and serve as representatives on advisory committees, Policy Council, and other community programs. The Family & Community Partnership Team consists of (1) Senior Program Manager who oversees the unit, (2) Senior Community Service Workers, (19) Community Service Workers, and (1) Caseworkers. The team provides assistance to families through partnerships with collaborating agencies and assists families in obtaining established goals designed in their Family Partnership Agreements.

The outcomes achieved by the Family & Community Partnership Services Area for FY 2011-2012 are:

♦ A total of 923 out of 1,693 (57%) families participated in a family goal setting process which resulted in an individualized Family Partnership Agreement on becoming self-sufficient.
♦ A total of 132 out of 923 (14%) of the families who completed a Family Partnership Agreement achieved at least one of their individual goals.
♦ A total of 1,422 out of 1,693 (84%) families received services according to individual needs, goals, and interests.
Service Area: Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA)

In selecting the children and families to be served, Orange County Head Start must consider the income of eligible families and the age of the eligible children. Head Start Program Performance Standards establish the requirements to determine the eligibility of children and their families. Orange County Head Start is mandated to maintain a funded enrollment of 1,536 eligible children on a continuous basis.
Service Area: Education/Early Childhood Development

Curriculum

Orange County Head Start utilizes a modified High/Scope curriculum with a supplement of the Early Childhood Express Developmental Learning Materials (DLM). Orange County Head Start’s High/Scope curriculum is considered “modified” because we utilize themes instead of every day planning. Head Start follows domains instead of key experiences. The classroom environment is arranged with plastic (make believe) purchased items, and toys instead of real-life ones for safety reasons. High/Scope has an “active learning” educational approach. Active learning means students have direct hands-on experience with people, objects, events and ideas. Children take the first step in the learning process by making choices and following through on their plans and decisions. Teachers offer physical, emotional and intellectual support. In active learning settings, adults expand children’s thinking with diverse materials and nurturing interactions. Orange County Head Start teachers set up the classroom and daily routine to encourage children to initiate their own learning activities. The space and materials in the classroom are arranged to promote active learning experiences. Children are encouraged to make choices about materials and activities throughout the day. The daily routine includes times for small and large-group experiences. Teachers act as the children’s partner rather than supervisor, emphasizing positive interactions, and sharing children’s play ideas. Teachers adopt a problem-solving approach to conflicts with their students. The High/Scope approach is used with special needs children in an inclusive setting. The classroom environment helps children to become engaged in activities that foster developmentally appropriate skills and abilities.
Transportation

Transportation is provided for field trips and medical visits (as needed). Four centers provide daily transportation services to Head Start students who live in rural areas:

- Bithlo
- John Bridges
- Maxey
- Taft

Transitions

Transition to Kindergarten must consist of well-planned activities that involve essential elements which include:

- Planning
- Team Work
- Communication
- Parent Involvement
- Preparation and involvement of children
- Program continuity

Orange County Head Start offers suggested activities that help parents and children explore their feelings and prepare for upcoming change. Head Start staff developed and distributed Parent Information folders to parents of children transitioning to Orange County Public Schools.

The Parent Information folders created contained information on:

- Records needed for enrolling children in school and phone numbers to locate the school their child will be attending
- “How To Have a Great First Day of Kindergarten”
- A list of skills their children will need to help them be prepared for Kindergarten

The children also visit an Orange County Public School Kindergarten class where they can:

- Experience a lunchroom
- Meet the Principal
- Take a tour of the school
INTERNAL QUALITY MONITORING UNIT

Orange County’s Head Start Division’s monitoring system is designed to provide on-going monitoring of all Head Start centers to ensure compliance with the Head Start Performance Standards. The division’s comprehensive system of monitoring, provides tools to measure Center Supervisors and Center Operations Management, Service Areas, Classroom Operations and Comprehensive Files Review.

The monitoring process occurs two times annually with a monitoring report completed after each center visit. The report identifies any findings or any observations needing further discussion. This information is shared with the appropriate staff within those identified service areas.

The system is a multi-tiered process, which ensures compliance in the following areas:

- Health and Safety
- Age-appropriate environment
- Classroom management (educational activities, curriculum, literacy and child outcomes).
- Parent Involvement
- Center operations, service areas, and transportation services
- Data accuracy of children’s comprehensive files, child outcomes, children’s progress in health, nutrition, family and community partnership, mental health, and disability services

The Classroom Assessment Scoring System (CLASS) is an observation instrument developed to assess classroom quality in preschool through third-grade classrooms. The CLASS was designed to create common metric and vocabulary that could be used to describe various aspects of quality across the early childhood and elementary grades. Orange County Head Start has always tried to take the lead in ensuring that our program is a high quality program. On-going monitoring and professional developments are the core focus areas of ensuring Early Childhood Education (ECE) effectiveness, and the CLASS instrument is being utilized to assist with the process.
CHILD OUTCOMES

The Orange County Child Outcomes Report is a compilation of information that is collected from the Galileo Assessment Tool. Galileo provides a comprehensive view of each child’s growth in all eight domains of child development. During the fall of every school year, it is expected that each four year old has a score of 500 or more points on the Galileo scale. A benchmark of fifty points on a developmental level is set by the Florida Research Committee for the child’s expected developmental gains, as a level of growth anticipated after a year within the Head Start Program.

During the 2011-2012 school year, Orange County Head Start children made significant gains in all eight domains of child development compared with the children on the national level. These comprehensive gains are in the areas of language and literacy development, early math, nature and science, creative arts, social emotional development, approaches to learning, fine and gross motor development and physical health development. The child’s developmental gains are measured on the baseline skills set by each teacher for each child at the time of entry to the program. The developmental gains of children in low-income areas demonstrate the benefits of Head Start’s comprehensive service delivery model. The data presented in this report displays how Orange County Head Start prepares children for school readiness: ready to learn and succeed in school.
AVERAGE DAILY ATTENDANCE – 89%

(August 2011 – June 2012)
CHILD OUTCOMES- APPROACHES TO LEARNING

2011-2012 Four year old Children
Kindergarten Readiness

In 2011-12 the developmental level of Orange County Head Start children in the Approaches to Learning domain increased from 538 to 604 points, a gain of 66 points. A total of 844 children were observed during both periods, Fall and Spring.

By Spring 2012 Orange County Head Start children had achieved Approaches to Learning milestones, including:

- 99.80 % Explores most areas of the classrooms.
- 99.35 % Participate in an increasing variety of experiences independently.
- 97.82 % Selects activities or objects from a choice of at least two in a daily routine.
- 91.71 % Initiates preferred purposeful activities when playing in interest centers.
In 2011-2012, the developmental level of children in Orange County Head Start in the Creative Arts domain increased from 582 points to 645 points, a gain of 63 points.

By spring of 2012, Orange County Head Start children had achieved Creative Arts milestones, including:

- 99.02 % Shows an interest in using musical instruments to produce sounds.
- 98.26 % Shows an interest in listening to short musical selections.
- 98.69 % Sings or hums familiar songs and tunes.
- 91.71 % Talks about the kinds of music enjoyed.
In 2011-2012 the developmental level of Orange County Head Start children in the Early Math domain increased from 511 points to 567 points, a gain of 56 points.

By Spring 2012, Orange County Head Start children had achieved Early Math Milestones, including:

- 98.40 % use one-to-one correspondence when counting objects.
- 98.80 % count to find how many are in a group of up to five.
- 94.66 % match objects to an example.
- 95.97 % counts forward from a number > 1 to find how many are in a group.
In 2011-2012, the developmental level of Orange County Head Start children in the English Language acquisition domain increased from 492 points to 560 points, a gain of 58 points.

By the spring of 2012, Orange County Head Start children had achieved English Language Acquisition milestones, including:

- 91.42 % Plays with English speaking children.
- 87.43 % Follows teacher directions by listening and copying the action of peers.
- 96.74 % Waves or shows nonverbal response when teacher says “hello” and “goodbye”.
- 68.26 % Recites a learned English poem or song.
In 2011-2012, the developmental level of Orange County Head Start children in the Language domain increased from 499 points to 565 points, a gain of 66 points.

By the spring of 2010, Orange County Head Start children had achieved Language milestones, including:

- 99.78% Follows a simple one step direction.
- 98.34% Listens attentively to a conversation, story, poem, or song.
- 97.38% Understands action words.
- 96.18% Reacts appropriately to an exclamation (e.g. stop, look up, freeze)
In 2011-2012, the developmental level of Orange County Head Start children in the Literacy domain increased from 488 points to 555 points, a gain of 67 points.

By the spring of 2012, Orange County Head Start children had achieved Literacy milestones, including:

- 91.48% Uses picture cues to tell what is happening in a story.
- 95.96% Selects books, sometimes, over other activities when given a choice.
- 95.31% Recognizes his/her name in print.
- 54.69% Names 10 or more letters.
In 2011-2012 the developmental level of Orange County Head Start children in the Logic and Reasoning domain increased from 548 points to 599 points, a gain of 51 points.

By the spring of 2012 Orange County Head Start children had achieved Logic and Reasoning milestones, including:

- 97.49% Seeks assistance from an adult when attempting to solve a problem.
- 54.91% Provides rationale for sorting objects into specific groups.
- 94.54% Puts a simple puzzle together, without assistance.
- 92.03% Seeks assistance from peers when attempting to solve a problem.
In 2011-2012 the developmental level of Orange County Head Start children in the Nature and Science domain increased from 494 points to 548 points, a gain of 54 points.

By the spring of 2012, Orange County Head Start children had achieved Nature and Science milestones, including:

- 98.26 % Uses senses to learn about the natural and physical world.
- 99.35 % Attempts to learn about objects by taking them apart and rebuilding.
- 96.95 % Draws/talks about different weather conditions.
- 59.54 % Classifies objects by their state (e.g. liquid, solid, gas).
In 2011-2012 the developmental level of Orange County Head Start children in the Physical Development and Health domain increased from 523 points to 566 points, a gain of 43 points.

By Spring 2012 Orange County Head Start children had achieved Physical Development and Health milestones, including:

- 99.35% Chews all food completely prior to swallowing.
- 99.78% Washes and dries hands with some supervision.
- 99.02% Exercises large muscles (e.g. running, swinging, hopping, and throwing).
- 98.58% Brushes teeth with help.
In 2011-2012 the developmental level of Orange County Head Start children in the Social Studies domain increased from 517 points to 568 points, a gain of 51 points.

By Spring 2012 Orange County Head Start children had achieved Social Studies milestones, including:

- 96.62% Shares personal family stories and traditions.
- 96.29% Demonstrates cooperative behaviors such as helping, turn-taking, sharing, comforting, and compromising.
- 57.64% Recognizes and names the immediate surroundings of home following supervised explorations (e.g. water to drink, dirt to plant).
SOCIAL AND EMOTIONAL DEVELOPMENT

2011-12 Four year old Children
Kindergarten Readiness

In 2011-2012 the developmental level of Orange County Head Start children in the Social and Emotional Development domain increased from 495 points to 550 points, a gain of 55 points.

By Spring 2012 Orange County Head Start children had achieve Social and Emotional Milestones, including:

- 98.58% Knows his/her own first and last names.
- 81.46% Expresses wants and needs in conflict situations,
- 82.44% Plays without disrupting or destroying the work of others.
- 95.53% Follows established rules and routines in the classroom.
ORANGE COUNTY
HEAD START

Child Outcomes (4 YEAR OLDS)
Orange County vs. NATION
(7/16/2011-3/31/2012)
1. Head Start staff, with assistance of other county staff and community volunteers installed a new playground at Pine Hills Head Start Center in July 2011. In addition, staff and community volunteers painted the classroom walls at Bridges, East Orange, Bithlo, Lila Mitchell, Southwood, Marston and Pine Hills Head Start Centers in August.

Several Head Start Division staff were recognized by Mayor Teresa Jacobs for these important facilities improvement projects. Participating County volunteers included staff from the Office of Mayor Teresa Jacobs, Facilities Management, Growth Management, Corrections and Family Services. Community partners included Kappa Alpha Psi Fraternity, First Baptist Church of Orlando, PNC Bank, Girl Scouts Troop 284, Frito Lay, Inc., Texas Fried Chicken & Pizza, and Kiwanis Club of Orlando

2. Head Start was awarded the Reading Is Fundamental (RIF) Family of Reader's Grant Award ($8,869), which was used to purchase high quality, age-appropriate books for ownership to 1,536 children and replenish the Head Start Lending Libraries. Four parent workshops were conducted that included Family of Reader's Orientation, Setting the Stage for Literacy at Home, Choosing Good Books and Reading Aloud. Parents also participated in the book selection committee, planned motivational activities and read aloud sessions with students.
3. More than 500 volunteers participated in the celebration of Guest Reader’s Week, including local political officials and media celebrities.

4. Head Start provided services to more than 225 children that had been diagnosed with developmental delays and speech or language impairments.

5. The grantee’s facilities meet federal performance standards and state licensing requirements, as mandated by the Office of Head Start’s goal to ensure that children learn in a nurturing, healthy, and safe environment.

6. Ninety four percent (94%) of the Teachers have acquired Early Childhood Education degrees to comply with the Improving Head Start for School Readiness Act of 2007, which requires that at least fifty percent (50%) of Head Start Teachers and Education Coordinators will have a Baccalaureate or advanced degree in childhood education by September 30, 2013 and all teacher assistants will have a Child Development Associate (CDA) or enrolled in a CDA credential program that will be completed within 2 years or have an associate's degree or baccalaureate degree (any area) or be enrolled in a program leading to such a degree by September 30, 2013.

8. The grantee established Memorandum of Understanding (MOU) Agreements with the Community Coordinated Care for Children (4C) and Children's Home Society, grantees of the Early Head Start Program. The purpose of the agreement is to facilitate, coordinate, and streamline the transition referral process for children leaving Early Head Start and enter the Orange County Head Start Program.
### Parent Education Level 2011 – 2012

Number of Families Served: 1,693

<table>
<thead>
<tr>
<th>Criteria</th>
<th>No. Families</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; High School Graduate</td>
<td>562</td>
<td>33.0%</td>
</tr>
<tr>
<td>High School Graduate or GED</td>
<td>887</td>
<td>52.0%</td>
</tr>
<tr>
<td>Some College / Associate Degree</td>
<td>179</td>
<td>11.0%</td>
</tr>
<tr>
<td>Advanced Degree</td>
<td>65</td>
<td>4.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,693</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

---

![Parent Education Level 2011-12](image-url)
## Parent Employment Status 2011 – 2012
Number of Families Served: 1,693

<table>
<thead>
<tr>
<th>Criteria</th>
<th>No. Families</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Two-Parent Families</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Both Parents Employed</td>
<td>82</td>
<td>15.7%</td>
</tr>
<tr>
<td>• One Parent Employed</td>
<td>352</td>
<td>22.0%</td>
</tr>
<tr>
<td>• Both Parents Unemployed</td>
<td>86</td>
<td>16.5%</td>
</tr>
<tr>
<td>Two Parent Total</td>
<td>520</td>
<td></td>
</tr>
<tr>
<td>B. One-Parent Families</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• One Parent Employed</td>
<td>600</td>
<td>51.0%</td>
</tr>
<tr>
<td>• One Parent Unemployed</td>
<td>573</td>
<td>37.0%</td>
</tr>
<tr>
<td>One Parent Total</td>
<td>1,173</td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td>1,693</td>
<td></td>
</tr>
</tbody>
</table>

### Parent Employment Status FY2011-2012

- Both Parents Employed: 48.85%
- One Parent Employed: 67.69%
- Both Parents Unemployed: 15.77%
- One Parent Unemployed: 16.54%

- 42 -
## Enrollment by Race and Ethnicity 2011 – 2012

Number of Enrolled Children: 1,795

<table>
<thead>
<tr>
<th>Race</th>
<th>No. Children</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black / African-American</td>
<td>1,093</td>
<td>60.89%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>619</td>
<td>34.48%</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>55</td>
<td>3.06%</td>
</tr>
<tr>
<td>White</td>
<td>11</td>
<td>0.61%</td>
</tr>
<tr>
<td>Unspecified / Other</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Asian</td>
<td>13</td>
<td>0.72%</td>
</tr>
<tr>
<td>Native Americans</td>
<td>2</td>
<td>0.11%</td>
</tr>
<tr>
<td>Pacific Islands</td>
<td>2</td>
<td>0.11%</td>
</tr>
</tbody>
</table>

**TOTAL**                  **1,795**                  **100.00%**
Enrollment by Age 2011 – 2012

Number of Enrolled Children: 1,793

<table>
<thead>
<tr>
<th>Age</th>
<th>No. Children</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age 3</td>
<td>711</td>
<td>39.7%</td>
</tr>
<tr>
<td>Age 4</td>
<td>1,082</td>
<td>60.3%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,793</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Enrollment by Age 2011-12
FAMILY SERVICES REFERRALS
For FY2011-12

Number of families that received services according to individual needs, goals, and interests. 1,422 out of 1,693 (84%)
FAMILY OUTCOMES
FY 2011-12

Number of families who fully achieved their Individual Partnership Agreements – 132 out of 923 (14%)
PARENT INVOLVEMENT

Number of Parents / Legal Guardian’s Involvement in Head Start – 1,536

Number of Non-Head Start Volunteers – 1,163

Total Volunteers for FY 2011-2012 – 3,189
FISCAL BREAKDOWN

Explanation of Budgetary Expenditures and Proposed budget for Fiscal Year 2012-2013 Federal Grant period 10/1/11 thru 9/30/12

**Explaination of Budgetary Expenditure:**
All of Orange County’s expenditures for FY 11-12 were used to provide comprehensive early childhood development services for 1,536 children. Orange County Head Start’s total expenditures of Federal Funds for FY 11-12 were $12,352,363 All Federal funds were used to cover salaries, cost of living increases, operation of services and training. The Non-Federal match (In-kind) was used to assist with salaries and operational expenses. Below are the expenditures by unit within the Orange County Head Start Program.

**Expenditures by unit FY 11-12**

<table>
<thead>
<tr>
<th>Unit Name</th>
<th>Expenses (actual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>120,930</td>
</tr>
<tr>
<td>Services</td>
<td>9,839,047</td>
</tr>
<tr>
<td>Administration</td>
<td>1,212,053</td>
</tr>
<tr>
<td>Transportation</td>
<td>426,185</td>
</tr>
<tr>
<td>Disability</td>
<td>311,761</td>
</tr>
</tbody>
</table>

Total Expenses FY 11-12 Federal

<table>
<thead>
<tr>
<th>Unit Name</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>USDA</td>
<td>1,292,860</td>
</tr>
<tr>
<td>Total Expenses USDA</td>
<td>$ 1,292,860</td>
</tr>
</tbody>
</table>

**Total Expenses Federal and Non Federal**

<table>
<thead>
<tr>
<th>Unit Name</th>
<th>Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary Pre-Kindergarten</td>
<td>768,524</td>
</tr>
<tr>
<td>Total VPK</td>
<td>$ 768,524</td>
</tr>
<tr>
<td>Total Expenses Federal and Non Federal</td>
<td>$ 13,971,360</td>
</tr>
</tbody>
</table>

Orange County Head Start budget for FY 12-13

Orange County requested federal funds in the amount of $11,707,870 in its proposed Head Start Refunding grant application for FY 12-13. The funds will provide full-year, part-day comprehensive early childhood development services for 1,536 children and support to their families. Funds will be used to cover salaries, cost of living increases, operation of services and training.

**Below is the breakdown of the proposed budget for Orange County Head Start Program FY 12-13:**

**Salaries**

Funds were used to cover staff salaries at a cost of $6,725,772. The fringe benefits cost $2,855,218. The discounted indirect cost of $106,329 is 1% of the total salaries.
Cost of Living
The total requested for Federal Assistance includes $212,978 for permanent Cost of Living Allowance (COLA).

Operation of Services
Federal funds in the amount of $1,897,660 were used for regular operation of services such as leased space at various sites, supplies, insurance, medical and psychological services, field trips, Parent Activity Fund and children’s insurance.

Training
Federal funds in the amount of $122,891 will be used for parent and staff training, to bring in nationally recognized consultants and utilizing the T/TA Network and Regional Office support. Funds were used to support on-going professional development and formal education for teachers and teacher assistants to meet the mandates specified in the Improving Head Start School Readiness Act of 2007 relating to teacher’s credentials.

Non-Federal Match
The non-federal match of $2,926,968 is derived from parent volunteerism, donation of goods and services, lease agreements and Orange County support.

Below is a breakdown of the total amount of public and private funds received by the Orange County Head Start Program for FY 2011-12.

<table>
<thead>
<tr>
<th>Federal Funds Received FY 11-12</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start Program</td>
<td>12,352,363</td>
</tr>
<tr>
<td>USDA</td>
<td>1,292,860</td>
</tr>
</tbody>
</table>

**Total Federal Funds Received FY 11-12**: 13,645,223

**State Funds Received FY 09-10**

| Voluntary Pre-Kindergarten      | 768,524    |
| Total State Funds Received FY 11-12 |           |

**Private Donations Received FY 11-12**

| Cash Donations                  | 25,000     |
| Total Private Donations Received FY 11-12 | 25,000     |

**Total Funds Received FY 2011-12**: $14,438,747
# Orange County Head Start Expenditures By Unit

**FY 11-12**

<table>
<thead>
<tr>
<th>Voluntary Pre-Kindergarten</th>
<th>USDA</th>
<th>Transportation</th>
<th>Training</th>
<th>Services</th>
<th>Disability</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Series 1</td>
<td>768,524</td>
<td>1,292,860</td>
<td>$426,185</td>
<td>$120,930</td>
<td>$9,839,047</td>
<td>$311,761</td>
</tr>
</tbody>
</table>

![Graph showing expenditures by unit](image-url)
PARENT VOLUNTEERS BY CENTER AND PARENT VOLUNTEER DOLLAR AMOUNT FY 2011-12

- Southwood, 145 ($39,416.55)
- Pine Hills, 352 ($127,935.98)
- Orlando Tech, 89 ($27,451.63)
- Administrative, 229 ($15,058.18)
- Taft, 254 ($92,108.34)
- Aloma, 81 ($60,218.58)
- Bithlo, 158 ($46,198.25)
- John H. Bridges, 262 ($142,298.70)
- Hal P. Marston, 322 ($162,681.50)
- Grand Avenue, 49 ($12,216.47)
- Frontline, 366 ($160,179.47)
- Engelwood, 129 ($46,320.53)
- Callahan, 107 ($59,346.22)
- Denton Johnson, 78 ($18,131.92)
- East Orange, 210 ($57,550.10)
Orange County Head Start’s strengths are as follows:

- Staff is knowledgeable about their specific jobs and committed to the program.
- Staff has professional development plans incorporated in their performance evaluation.
- Program staff is delivering services adequately to excellent quality at all centers.
- Data sets exist and describe quantity and quality of services across service areas.
- Policy Council leaders appear knowledgeable about the program and its leadership appear to be engaged and eager to carry out duties. Serve as a link to parent committees, governing body (Orange County Board of County Commissioners) and community partners.
- Policy Council conducts its meetings according to its by-laws, including holding annual elections. Policy Council members review all funding applications, budget, and standard operating procedures and participates in the program’s annual self-assessment.
- At some Head Start sites, parent involvement, including father participation, is strong.
- Materials are available in Spanish to accommodate the growing Hispanic population in Central Florida.
- Effective control over and accountability for all funds, property and other assets.
- Standardized record-keeping system to track information about services to children’s developmental progress and their families.
- Accurate, current and complete disclosure of the financial results of each federally-sponsored project or program.
CHALLENGES/AREAS OF CONCERN

- While there are a few systems in place for successful planning system, no formal system is in place for management team to review and analyze data from ChildPlus, Galileo, CLASS, service area monitoring reports and other data resources. Periodic review of data will identify areas of concern and progress in meeting its goals.
- The program lacks a training calendar and plan.
- No evidence that staff use service area plans and the plans have not been updated to reflect current initiatives.
- Leaders in health are not periodically analyzing ChildPlus data and other sources to identify area of concern.
- Not all teachers are entering child outcomes data in the Galileo system on a consistent and timely basis.
- Lengthy hiring practice, which creates burdens on existing staff. Insufficient Child-staff ratios in the classroom creates potential non-compliance with licensing requirements.
- On-going monitoring and follow-up must occur at intervals to ensure a seamless system of accountability.