

# LSF HEAD START / EARLY HEAD START CLOSING THE ACHIEVEMENT GAP



**2021-2022**



Dear LSF Board Members, Policy Council Members, Community Partners, Staff, and Families:

2021/2022 was another great year for our LSF Head Start programs. That is not to say that there were no challenges, but we view these challenges as opportunities for growth. We continue to provide high quality early childhood education for over 5,000 children and families. We continue to seek new facilities, new partnerships, new growth opportunities, encourage staff retention, and of course more children. We continue to feel the pain of the COVID pandemic. Our staff, children and families have made the necessary adjustments to reduce the negative affects of this dreadful disease that has affected the entire world.

Our Annual Report will celebrate our 40 years of service, diverse population served in Duval, Hillsborough, Palm Beach and Pinellas counties, academic outcomes for our children, family involvement and outcomes, staff education and background information, health and oral health care for our children, financial stability, and even our strides for self-care for our staff and clients.

Our CEO Sam Sipes, has said, **"our Head Start program provides the needed education, assistance to health care, and assistance to our families to enhance our communitiies and opportunities for growth"**. Our Head Start mission is to educate, equip, and empower children, families and staff through partnerships and efficient data driven systems to close the achievement gap. I believe, our Head Start Vision statement says it best, our children are "Ready for School and Prepared for life". Our Annual Report will reflect on how we achieve our LSF Head Start Mission and Vision.

Fostering a sense of belonging, LSF initiated our Justice, Equity, Diversity and Inlusion (JEDI) Task Force. The LSF JEDI Task Force provides support and strategic guidance to foster the integration of JEDI, cultural competence, and culturally response trauma-informed conepts, principles, and philosphies through policies, protocols, practices and personal behaviros into all aspects of the organization. I continue to ensure our staff are representative of the children and families we serve.

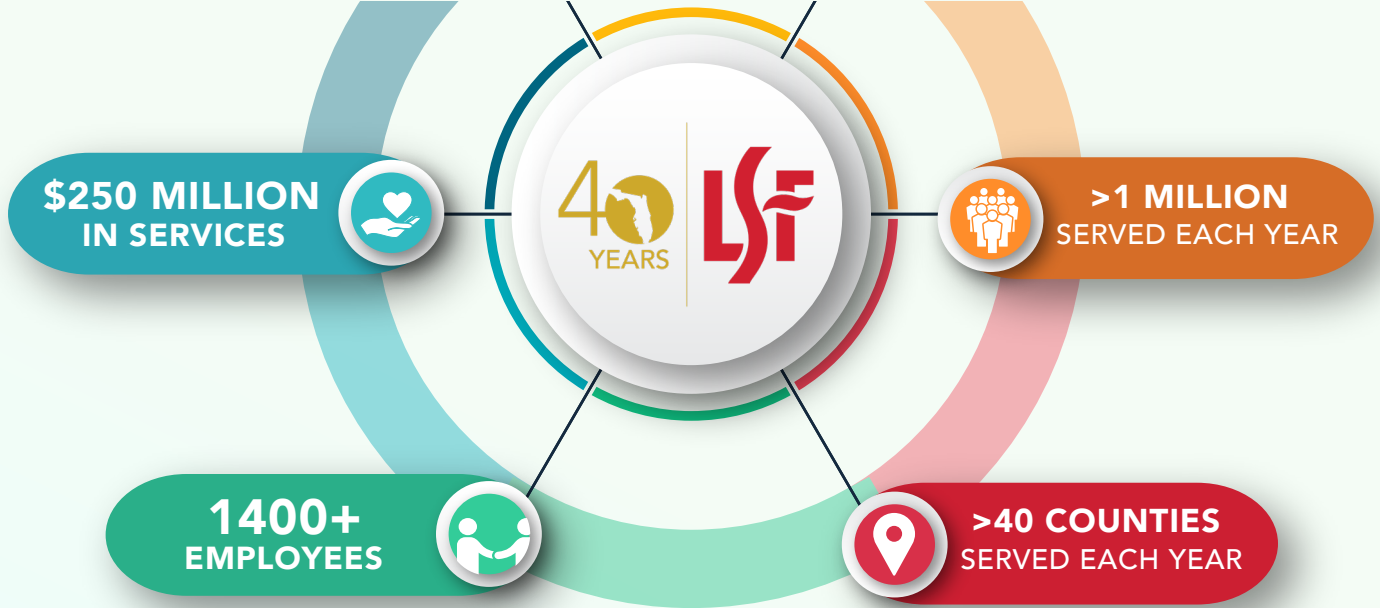
We celebrate LSF Head Start Rock Stars every week, I believe our Community partners, Policy Council members, LSF Board, staff and families are all Rock Stars!

Thank you ALL for all you do for our children and families! My prayers our with us all!



Bob Bialas, EVP Children and Head Start Services

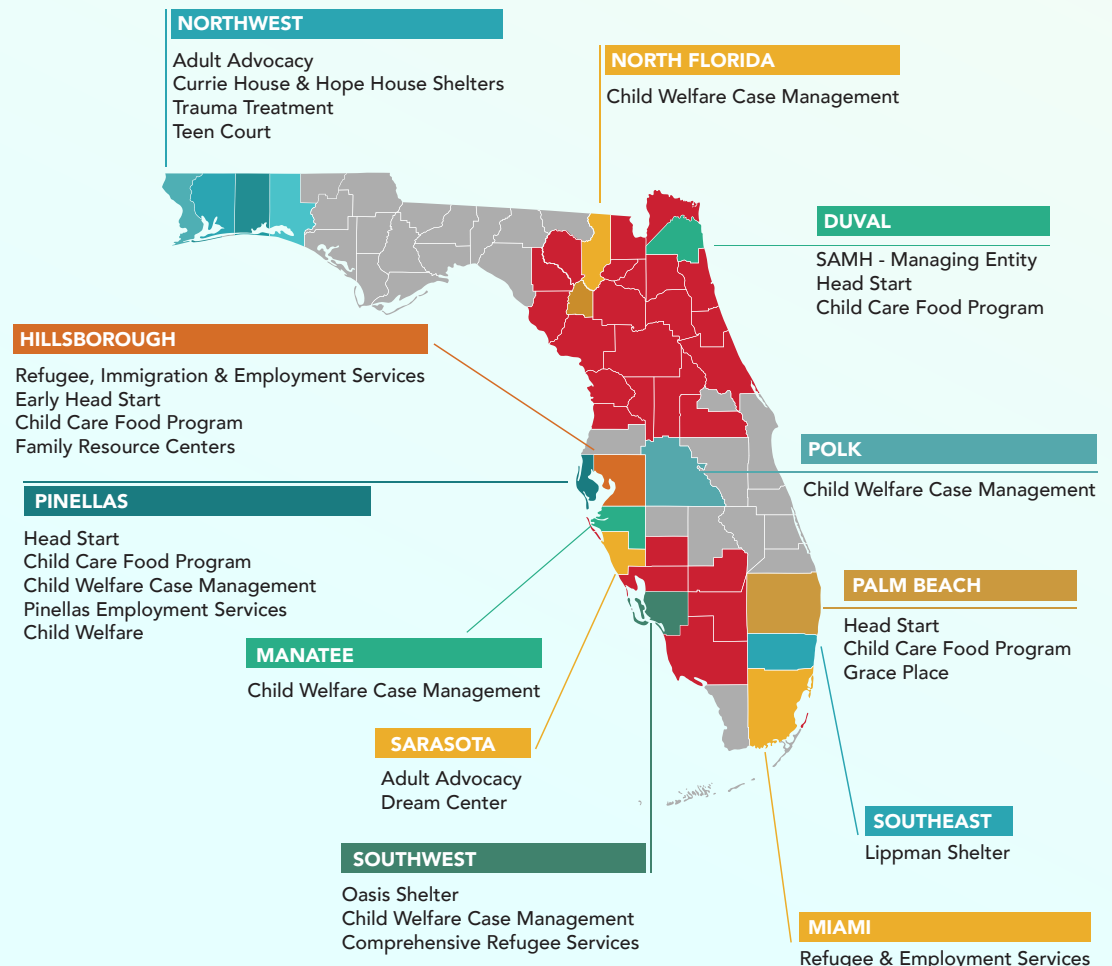
A handwritten signature in black ink, appearing to read 'Bob Bialas'.



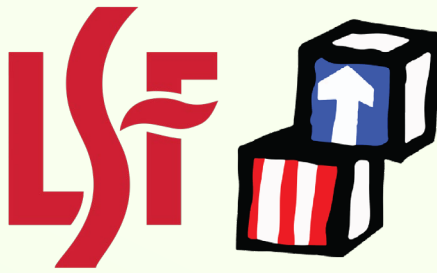
This year is special, as we are celebrating 40 years of service. During the past few decades, we have partnered with everyone from large corporations to small volunteer church groups—all in the name of working together to providing funding and resources to those in need. It speaks to the collective responsibility to answer the call to care for our neighbors. These partnerships have resulted in our increased ability to serve teens struggling with family relationships, children living in poverty preparing for Kindergarten, children living in abusive and dangerous situations, and those who are battling substance abuse and mental health issues.

Whether its helping refugees find safe housing, providing mental health counseling to teens in crisis, or ensuring quality education for children who are often left behind, LSF exists to connect the most vulnerable people to the life-changing support that they need.

LSF's work began in 1980 as we mobilized in response to the Cuban refugee crisis. Forty years later, we are still answering the call of those in need, having expanded beyond refugee missions into childcare, education, and mental health support. We have seen the impact of taking a holistic approach to community advocacy, and we have developed dozens of programs to provide mercy to those facing serious hardship.







FUNDED  
TO SERVE

5,117

CHILDREN  
& FAMILIES

OUR PROGRAM  
SERVED

94%

OF OUR FUNDED  
ENROLLMENT

*Every child deserves the best start she or he can have, no matter their circumstances. That's why LSF has, for 40 years, provided the highest quality early childhood education to children who otherwise might have been left behind. The first five years of a child's life are essential in preparing her or him for a healthy, happy, and successful future. When children receive the quality early childhood education they deserve, not only do children fare better, but communities do, too.*

Lutheran Services Florida Head Start/Early Head Start has been in operation since 1982 in the Belle Glade area where we opened the first program, serving 172 preschool children and families at the PEPPi (Preschool Enrichment Program with Parental Involvement). In 2009, LSF became a delegate, where we partner with Board of County Commissioners Hillsborough County to provide Early Head Start (EHS) services to 120 children and families in Hillsborough County. Currently, **we partner with 30 private Family Child Care Home Educators** in the local community to support and deliver education enrichment to our children. In 2013, LSF Children and Head Start Services statewide started the initiative to expand services throughout the state of Florida into Duval, Palm Beach, and Pinellas counties. **Today, LSF is one of the largest Head Start/Early Head Start program in the Southeastern part of the United States funded to serve 5,117 children and families.**

The challenges of 2021-2022 school year for LSF were the COVID-19 pandemic, staff shortages, mental health well-being of our children, families, and staff which played a significant role in the school day disruptions and feelings of uncertainty, at a moment when they needed consistency, normal routines, and stability.

**LSF is proud to report with the challenges we faced during the school year our program managed to**

**MAINTAIN  
PARTNERSHIP WITH**

**4**

**DELEGATE AGENCIES**

**SERVE**

**4,807**

**STUDENTS**

*in*

**342**

**CLASSROOMS**

*at*

**99**

**LOCATIONS**



LSF's commitment to early childhood education is simple: **to enhance the development of very young children between birth and five years of age (the most critical time of growth) and to promote healthy family functioning.**

We have been the leading provider of early childhood education throughout Florida, offering comprehensive education, family services, disability assistance, and health and nutritional services to all eligible children and families.

serving



PINELLAS



PALM BEACH



DUVAL



HILLSBOROUGH

counties

## LSF PINELLAS

Pinellas is a coastal county uniquely located on a peninsula on the coast of Central Florida and is home to over eleven (11) beaches. Despite being the second smallest county in the state by land area, Pinellas County has the highest county population density rate in the state, with the City of St. Petersburg, being the fifth most populous city in Florida. As the Head Start/Early Head Start grantee in Pinellas County, Florida, the LSF Pinellas HS/EHS program is currently **funded for 1,440 children**, serving **1,238 Head Start** and **202 Early Head Start families**. Early Head Start services are also provided to expectant mothers. We provide preschool education.

## LSF PEPPI

The LSF PEPPI (Preschool Enrichment Program with Parental Involvement) Head Start has a forty-year track record of ensuring that children are protected, families are strong, and communities are thriving. Founded in 1982, LSF PEPPI Head Start is located in the city of Belle Glade in Palm Beach County. We provide a center-based program with a funded enrollment of 157 children. Belle Glade is widely recognized as one of the poorest cities in the state, and the poorest in Palm Beach County.

All of PEPPI Head Start services continue to be center-based, five days, operating 10 hours per day for a full-day for 45 weeks. The classrooms operate with extended hours available through Children Services Council of Palm Beach. Our full-day HS program **provides 211 days of service** which equates to **2,132 learning hours per preschooler**, exceeding the 1,020 hours annual requirement.

## LSF PALM BEACH

As the grantee for Palm Beach County, Florida, we provide high-quality Head Start and Early Head Start services for a **funded enrollment of 2,117 children**. We have a diverse population of nearly 1.5 million people living in thriving urban areas in eastern Palm Beach and suburban and rural areas in the rest of the county. To better serve the neediest children and families in Palm Beach County, we have strategically located high quality early learning centers in Belle Glade, Boynton Beach, Lake Worth, Riviera Beach, South Bay, Westgate, and West Palm Beach, where the highest concentrations of need reside. We also serve additional areas with concentrated pockets of poverty, including Jupiter and Boca Raton.

Our full-day Head Start and Early Head Start program provides **2,220 learning hours per child**, significantly exceeding the 1,020-hour Head Start annual requirement and 1,380-hour Early Head Start requirement. We will also continue to offer an **Expectant Parent Program (EPP) for 15 pregnant women** and expectant families until the child is born and then the child is eligible to receive Early Head Start services.

## LSF DUVAL

LSF Duval Head Start and Early Head Start CCP Program **serves 1,403 children** and their families throughout Duval County, including **100 Early Head Start children** and **1,303 Head Start children**. The program provides center-based option through directly operated centers, school district partnership, child care partnerships and family child care homes. Head Start operates a total of **174 instructional days** or 10 months. Early Head Start operates for **210 instructional days** and is a full year program. We have built strong partnerships with community organizations allowing us to meet the full spectrum of needs and deliver an unparalleled suite of comprehensive services to children and families.

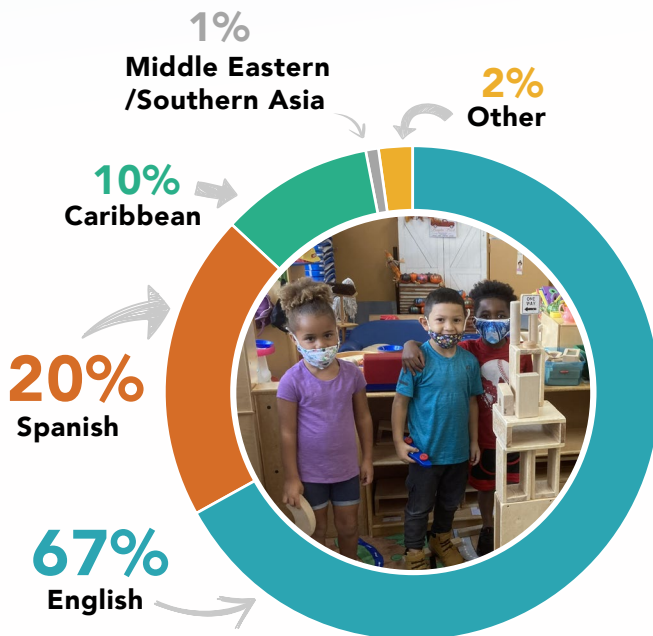
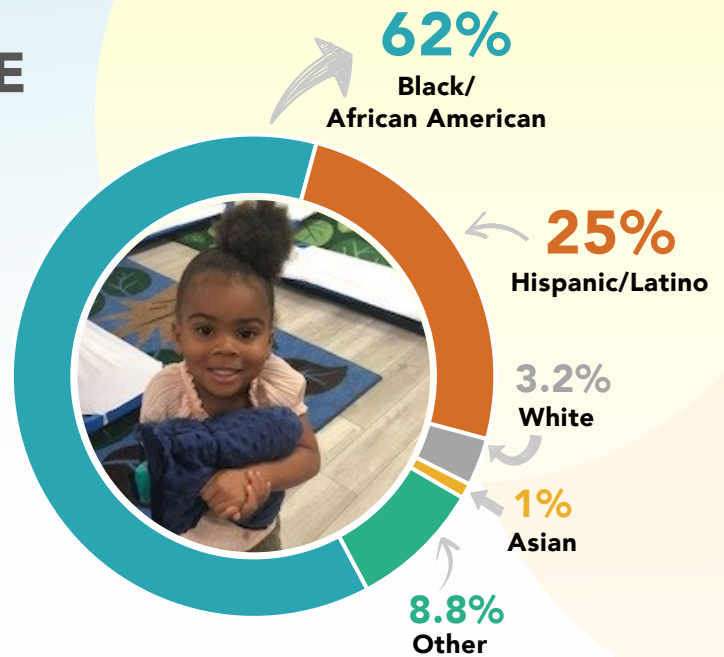




## ETHNICITY AND RACE

*Our students are diverse in Race, Ethnicity, and Language.*

**More than 62% of our children are Black/African Americans, with more than 25% Hispanic/Latino.**



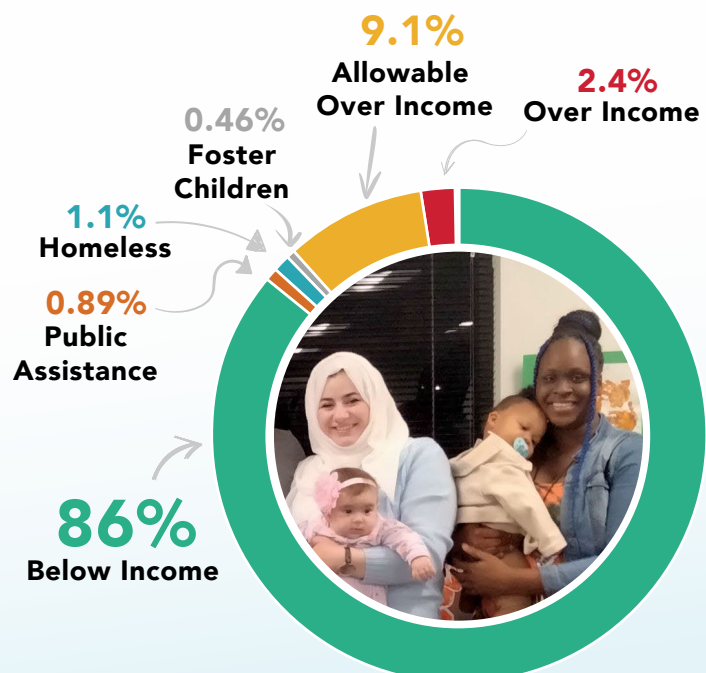
## LANGUAGE

*LSF understands to have an effective Head Start program for our children who are dual language learners (DLLs) we need to continue to facilitate their first language while learning english*

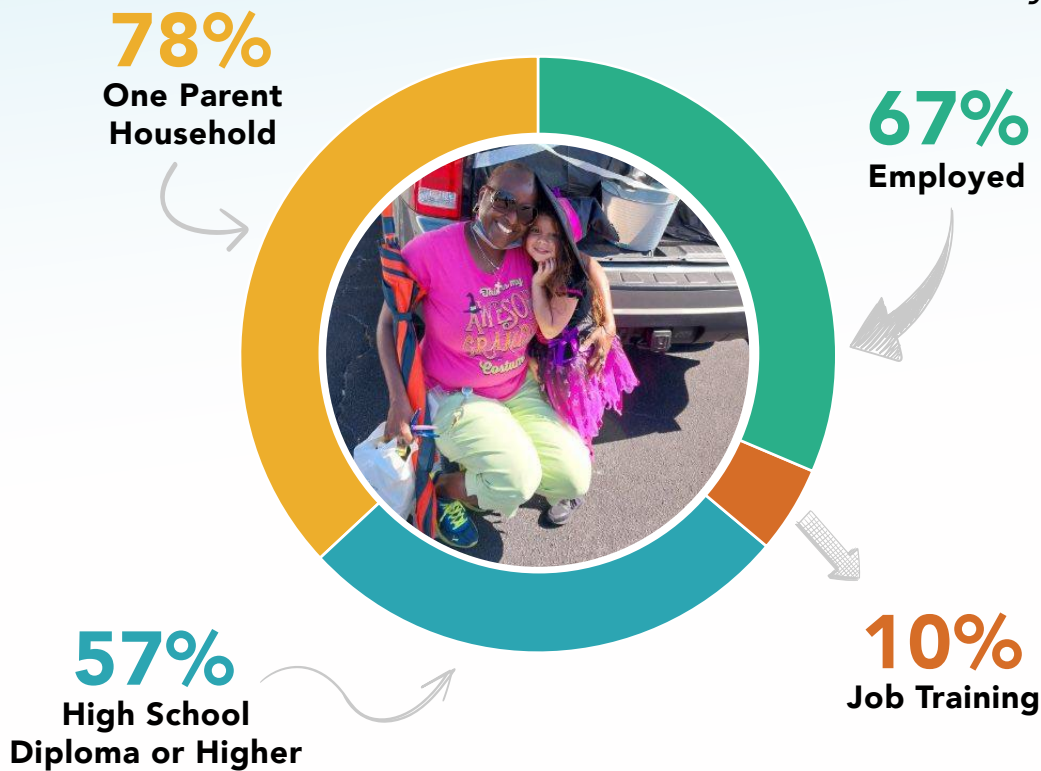
**LSF currently has 1,772 DLLs in our classrooms.**

## ELIGIBILITY TYPE

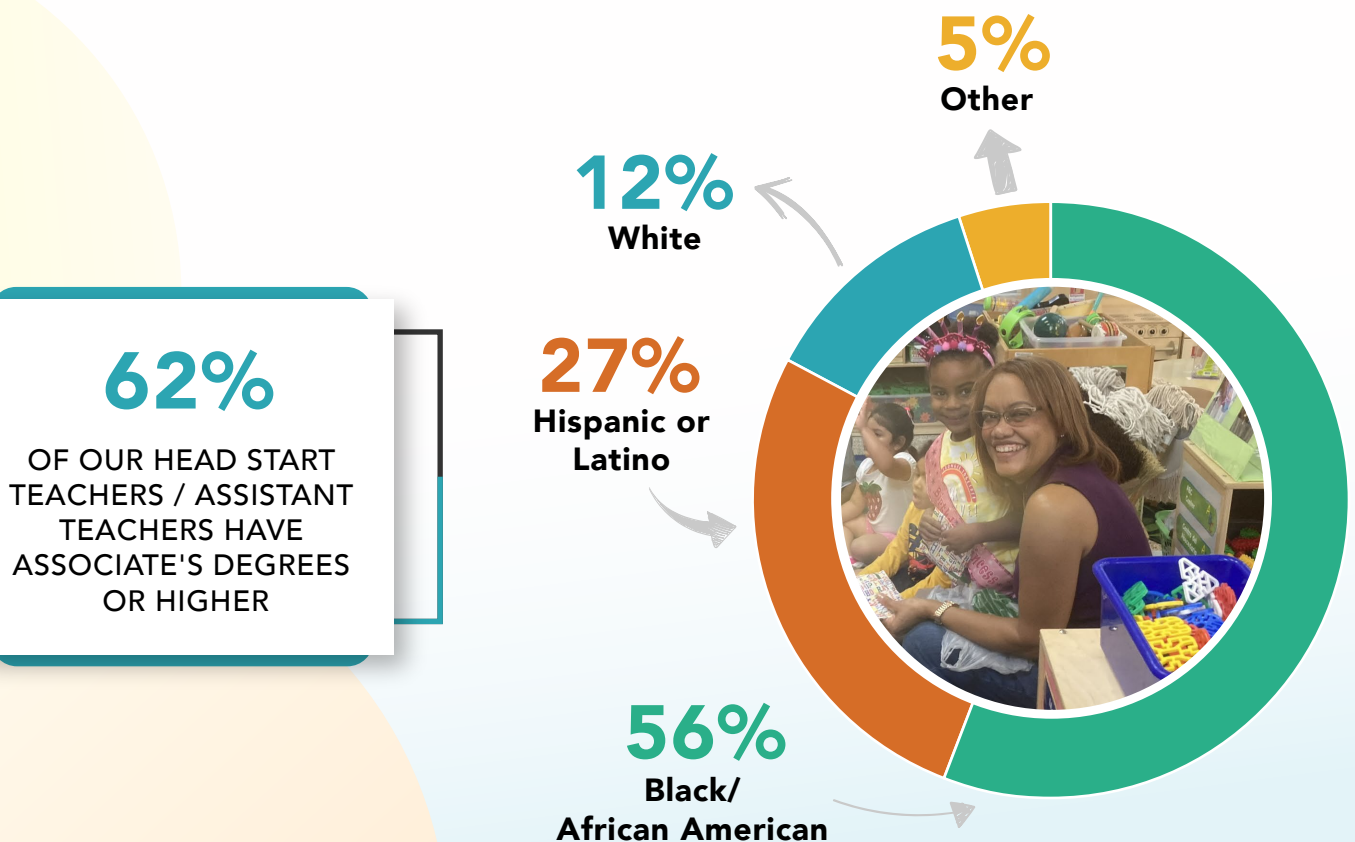
**Federal eligibility regulations require that the majority of families we serve fall below the federal poverty guidelines, in order to ensure that all families have access to high quality educational services regardless of their income.**



## BACKGROUND OF FAMILIES *served by LSF*



## BACKGROUND OF TEACHING STAFF





# CHILD HEALTH AND WELL-BEING



*LSF actively provides support in the following areas:*

- Assisting families with finding a medical and dental home
- Locating sources of funding for health and dental services
- Working with Medicaid and local agencies to determine a child's eligibility for medical assistance
- Tracking health services
- Offering health promotion and training opportunities for parents, including information on child health, nutrition, and development

Because of our focus on child health and well-being,  
our families experience better health outcomes

**95%**

**MEDICAL INSURANCE**

**93%**

**MEDICAL HOME**

**99%**

**IMMUNIZATIONS**

**95%**

**DENTAL HOME**

## COMPREHENSIVE SERVICES



*LSF provides the following additional services to infants and children enrolled in the program:*

- Developmental screenings are provided to identify areas of concern regarding the child's developmental, sensory, behavioral, motor, language, social, cognitive, perceptual, and emotional skills. These screenings are done while remaining sensitive to the child's cultural
- The Disabilities service plan provides strategies for meeting the specific needs of all children with disabilities. The plan provides procedures for screenings, referrals for evaluations, accessibility to facilities, and plans to provide special equipment/materials. In addition, there is a commitment to continuously meet and exceed the mandated 10% enrollment opportunity for children with disabilities.
- Comprehensive mental health services are provided for children, families and staff. Individuals are referred to community partners to obtain services.

**PROVIDED COMPREHENSIVE SERVICES TO MORE THAN**

**375**

**CHILDREN WITH INDIVIDUALIZED EDUCATION  
PROGRAMS OR FAMILY SERVICE PLAN**


**WE SERVED MORE THAN**

**102**

**HOMELESS FAMILIES**




## PARENT INVOLVEMENT



Head Start believes parents are the most important influence in their child's development. Parent Involvement is essential to program planning and decision-making. Parents are involved in many aspects of the program. Parents receive monthly trainings at their Parent Meetings. In addition, depending upon the collective needs and wishes of each center's parents, Family and Community Engagement Specialists arrange for supplemental trainings including affordable housing/first time homebuyers, family literacy, developmentally appropriate practices and parent appreciation activities based on the parent interest questionnaires. The parent interest questionnaire information is used to individualize the training needs for each Head Start/Early Head Start center and Family Child Care Home. Throughout the program year 2020-2021, parents were invited to participate in socially distanced and virtual functions, including Head Start Awareness, Head Start Advantage, the NHSA Parent and Family Engagement Conference, and more.

## VOLUNTEERS, PARTNERSHIPS AND COMMUNITY OUTREACH



Volunteers are vital to the success of our programs by contributing their time, talent, and resources. They come from various sources such as churches, fraternities, sororities, partner organizations, students, and community agencies. Many of our volunteers sit on our policy council/advisory committees. However, it is desirable to have parents volunteer in their centers. Due to COVID19, our parents and volunteers were limited in classroom participation.

# SCHOOL READINESS AND CHILD OUTCOMES

LSF Children and Head Start Services define school readiness in terms of the knowledge and skills children display in five major areas of development: **Approaches to Learning**, **Social Emotional Development**, **Language and Literacy**, **Cognition**, and **Physical Development**. Therefore, our goal each year is to promote school readiness by providing developmentally appropriate learning experiences based on the individual needs of the children in preparation for kindergarten. As part of LSF's school readiness goals, we have set the expectation that at least 80% of the children we serve will be functioning at kindergarten level in each domain before entering kindergarten.

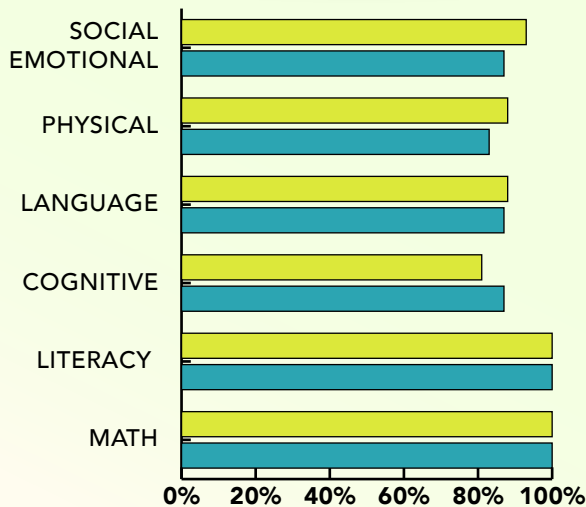
For the 2021-2022 School Year, our Head Start/Early Head Start programs in Belle Glade, Duval, Hillsborough, Palm Beach, and Pinellas measured children's outcomes using various assessments tools such as Teaching Strategies GOLD (TSG) and the Voluntary Pre-Kindergarten (VPK) Assessment. We also utilize informal assessments such as the child portfolios and parent observations. Within the program we use Teaching Strategies GOLD to measure student progress in each of the following domains: social-emotional, gross motor/ fine motor skills, language, cognitive, literacy, and mathematics. The purpose of these benchmark assessments is to establish goals for the children that maximize their chances for success. To accomplish this, we ensure the tools we use align with the Head Start Early Learning Outcomes Framework and the Florida Standards for birth to five-year-old.

Some of the innovative approaches to learning incorporated during the 2021-2022 school year include the addition of TBRI (Trust- Based Relational Intervention) strategies in the classroom. TBRI is an attachment-based, trauma-informed intervention that is designed to meet the complex needs of vulnerable children. TBRI uses Empowering Principles to address physical needs, Connecting Principles for attachment needs, and Correcting Principles to disarm fear-based behaviors. We did this by implementing sensory rooms at each site statewide. The sensory rooms help to regulate children's moods, increase focus, diffuse excessive energy, and decrease aggressive behaviors. In addition to providing support to the children, we also utilized TBRI to address staff needs and wellbeing by creating wellness bags and distributed them to all staff.

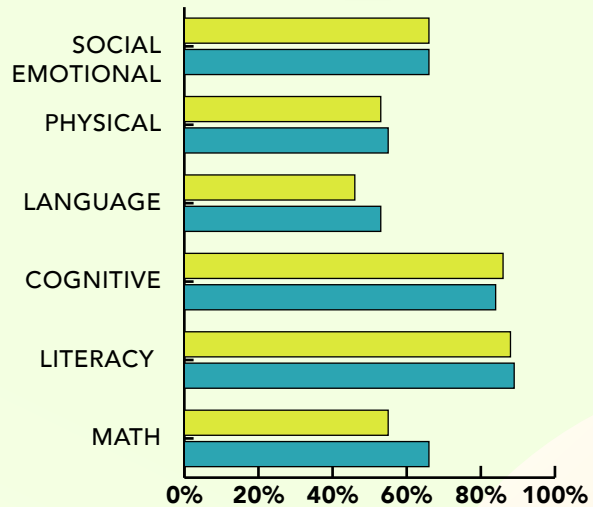




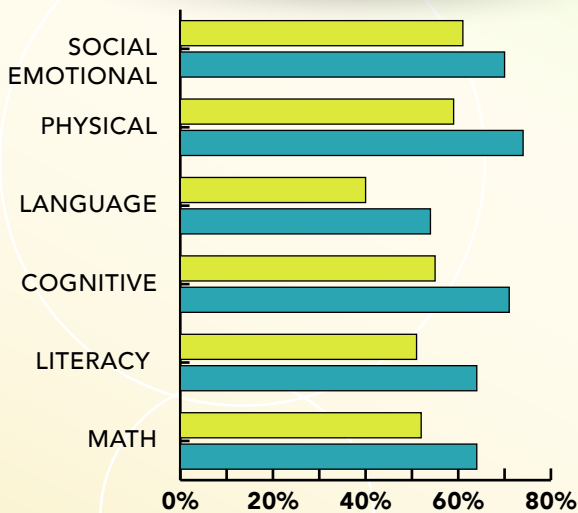
## BIRTH - 1 YEAR OLDS



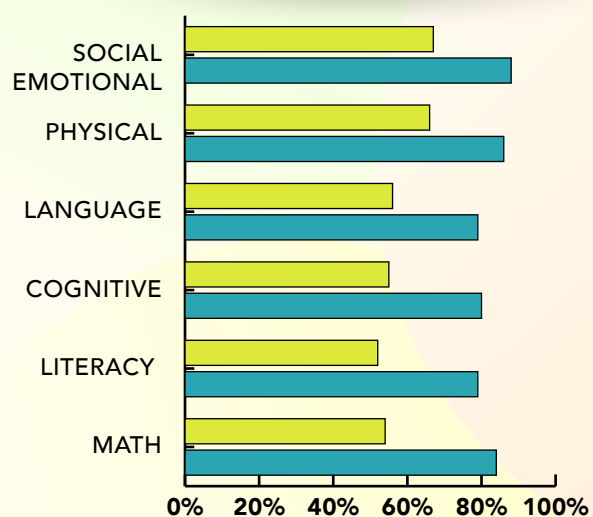
## 1 - 2 YEAR OLDS



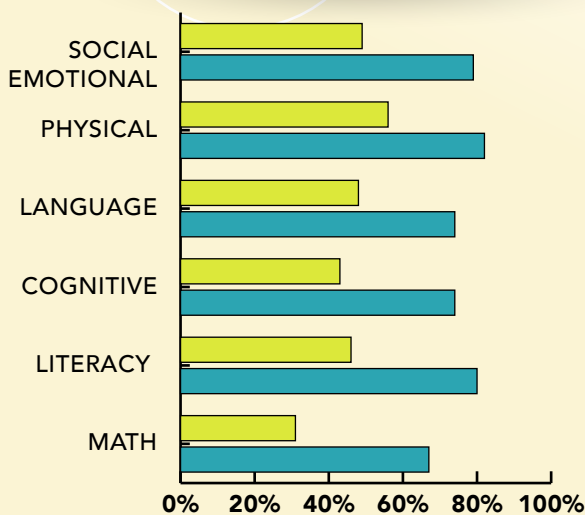
## 2-3 YEAR OLDS



## 3 YEAR OLDS



## 4 YEAR OLDS



BEGINNING OF YEAR
  END OF YEAR

**Social Emotional** - Children will develop healthy and secure relationships and interactions with adults and peers. Children are able to understand thoughts and feelings, and are able to relate to others.

**Physical** - Children will possess good overall health and get sufficient rest and exercise. As well as the development of both gross motor skills and fine motor skills

**Language** - Involves the development of the skills used to communicate with others through languages. It also looks at a child's ability to communicate in a manner that adults are able to understand what is being said.

**Cognitive** - The cognitive domain of development refers to the ability to mentally process information, to think, reason, and understand what's happening around you.

**Literacy** - Focuses on the ability to read and write. It also has a focus on phonological awareness, print and alphabet knowledge, as well as comprehension and text structure

**Math** - Math is about problem-solving and logical thinking. It involves being able to recognize numbers, understanding of how to quantify, measuring, patterning, classifying, and sequencing.



# INDEPENDENT AUDIT

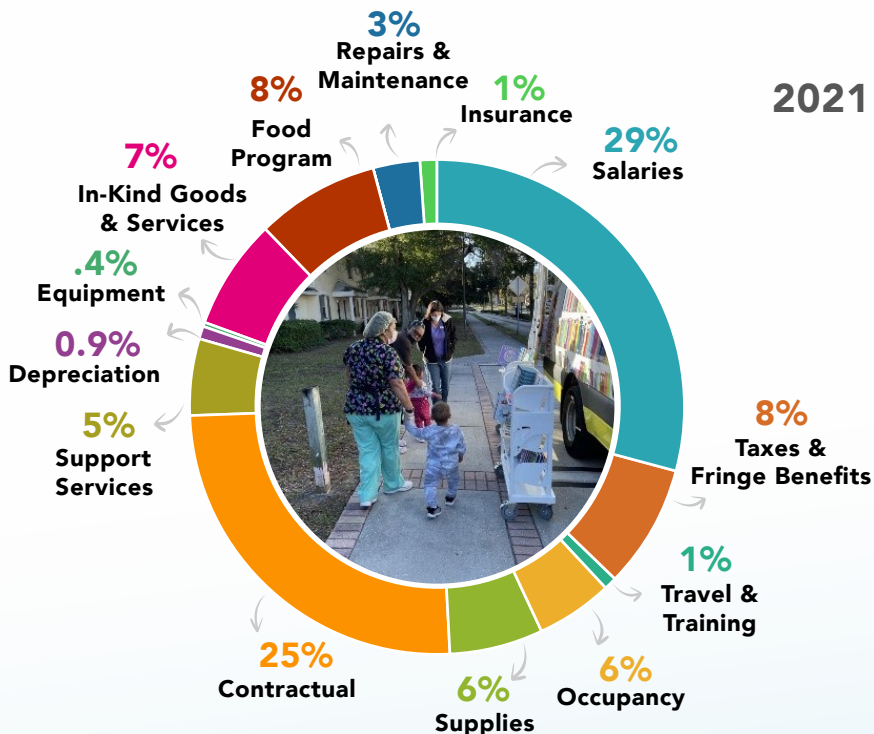
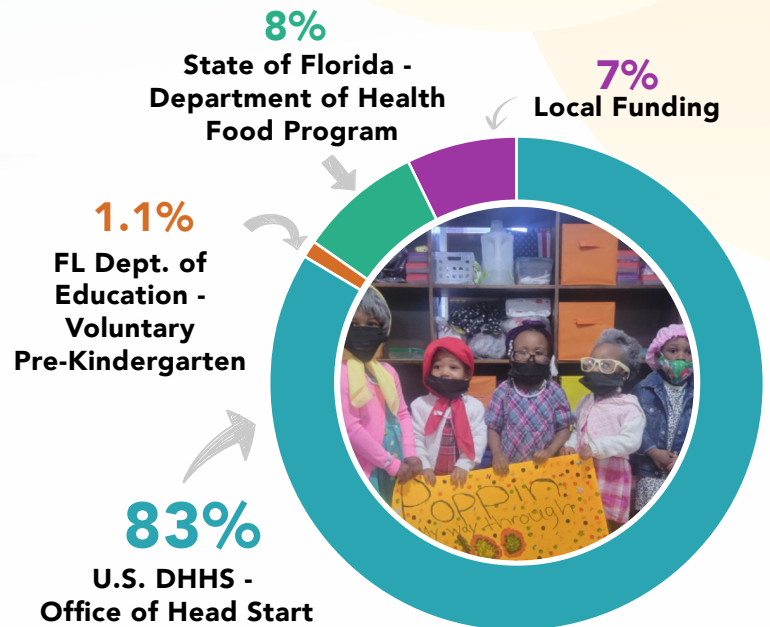
As part of the Head Start grant requirements, each organization receiving Federal funds must have a Financial Audit, conducted by an independent auditor. LSF had their audit conducted for fiscal year ending, **2022**, with the following outcome; et. al., *"the financial statements present fairly, in all material respects, the financial position of Lutheran Services Florida, Inc. and its subsidiary as of June 30, 2022 and 2021, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America"*.

## 2021 - 2022 GRANT AWARDS

U.S. DHHS - OFFICE OF HEAD START	.....	<b>\$64,332,584</b>
FL DEPT. OF EDUCATION - VOLUNTARY PRE-KINDERGARTEN	.....	<b>\$857,216</b>
STATE OF FLORIDA - DEPARTMENT OF HEALTH FOOD PROGRAM	.....	<b>\$6,341,686</b>
LOCAL FUNDING	.....	<b>\$5,523,549</b>

### TOTAL GRANT AWARDS

**\$77,055,035**



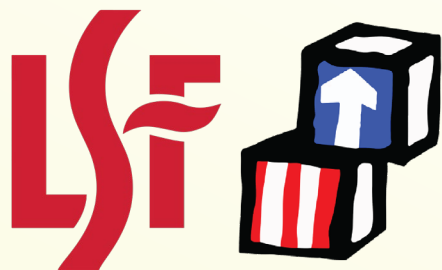
## 2021 - 2022 OPERATING EXPENSES

SALARIES	.....	<b>\$22,164,603</b>
TAXES & FRINGE BENEFITS	.....	<b>\$5,848,513</b>
TRAVEL & TRAINING	.....	<b>\$895,619</b>
OCCUPANCY	.....	<b>\$4,200,636</b>
REPAIRS & MAINTENANCE	.....	<b>\$2,638,910</b>
SUPPLIES	.....	<b>\$4,329,281</b>
CONTRACTUAL	.....	<b>\$19,156,668</b>
SUPPORT SERVICES	.....	<b>\$3,568,028</b>
DEPRECIATION	.....	<b>\$669,105.01</b>
EQUIPMENT	.....	<b>\$333,710</b>
IN-KIND GOODS/SERVICES	.....	<b>\$5,435,656</b>
FOOD PROGRAM	.....	<b>\$6,341,686</b>
INSURANCE	.....	<b>\$621,902</b>
OTHER	.....	<b>\$354,673</b>










### TOTAL EXPENDITURES \*

**\$76,558,990**

\*Certain expense categories will not match Independent Audit Functional Expenses due to GAAP Audit Reporting requirements.



## HONORS / AWARDS

-  **Pinellas** was given the [Advocacy Champion award](#) from our community partner Lampert's Therapy Group.
-  The City of St. Petersburg also awarded the program with a **CDBG grant for over \$1.2 million** to make improvements over a two-year period at the Jordan Park HS/EHS Center to replace the cafeteria roof, replace two modular units, install touch-free sinks and hand-dryers in the children's restroom, renovate two staff restrooms and install new awnings.
-  **Duval** was awarded a **\$749,250 CDBG award** from the City of Jacksonville to construct an Early Learning Center to serve to the Arlington community.
-  **Brentwood Head Start Center** and **8th Street Head Start Center** were [selected to participate in a Family Gardening project with Florida Institute of Education](#) at The University of North Florida, with focus on improving literacy and family engagement.
-  The CEO of Children's Outreach Inc., **Capurunia Boston**, [provided over 2 tons of food](#) to Palm Beach Head Start families during the heightened period of Covid-19. Children's Outreach, Inc. also [provided hot meals](#) to all HS/EHS families during the Thanksgiving and Christmas Holidays.
-  The Florida Department of Children and Families awarded the [Gold Seal](#) to our **Lake Worth Center** for having an overall quality site.
-  **LSF Palm Beach** has partnered with the LEA of Palm Beach Public Schools to [deliver services to all children with an IEP](#), at all of our sites.
-  **The Hillsborough program** maintained its status as a [Quality Initiative Program of Excellence](#) by the National Head Start Association (NHSA).
-  **PEPPI Head Start** partnered with Meals of Hope to [deliver/provide non-perishable food](#) for our families.



# LSF BOARD MEMBERS

## OFFICERS

**Frederick Kraegel**, Chair  
**Susan Scroggins**, Vice-Chair  
**Alonzo Batson, Jr.**, Secretary  
**Dan Young**, Treasurer

## REGULAR MEMBERS

**Lorenzo Cobiella**  
**Chris Danford**  
**Jessica Gordon, PhD**  
**Christine Franklin**  
**Phil Parsatoon**

## EX-OFFICIO MEMBERS

**Bishop Pedro M. Suarez**  
**Pastor Robert Carlson**  
**Reverend James Rockey**

## HEAD START ADVISORY COMMITTEE

**Alonzo Batson, Jr.**  
**Jessica Gordon, PhD**  
**Bill Spiegel**  
**April Leopold**  
**Laurel Marc-Charles**

## POLICY COUNCIL CHAIRS

**Antonia Knox**, Duval PC Chair  
**Joanne Cannon**, Palm Beach PC Chair  
**Marie Guerrier**, PEPPi PC Chair  
**Orinta Delain**, Pinellas PC Chair



## MISSION

To educate, equip and empower children, families and staff through partnerships and efficient data driven systems to close the achievement gap.

## VISION

Ready for School, Prepared for Life.

## IN PARTNERSHIP WITH



Lutheran Services Florida Children  
 & Head Start Services  
 Statewide Administrative Offices  
 3627 W. Waters Ave. Tampa, Florida 33614  
 Phone: 813-875-1408  
 Fax: 813-530-2802



[HEADSTART.LSFNET.ORG](http://HEADSTART.LSFNET.ORG)