

Our Head Start Annual Report is a critical tool in promoting transparency and keeping our stakeholders—including parents, community members, and policymakers—fully informed about the program’s progress, goals, and accomplishments. Below are the strategies we use to ensure that the report is accessible and widely distributed:

- **Website Posting**
- **Email Distribution**
- **Advisory Committee Meetings**
  - (Education/Transition; Health/Mental Health/Nutrition)
- **Board and Policy Council Meetings**
- **Office of Head Start**
- **PCI Early Learning Centers**
- **Administrative Offices**

These strategies ensure that our Head Start Annual Report is widely accessible to the public, thus enhancing transparency and community engagement.



# ANNUAL REPORT

## 2024 - 2025

# ANNUAL REPORT

PARENT/CHILD INCORPORATED (PCI)  
OF SAN ANTONIO & BEXAR COUNTY

February 18, 2025



PRESENTATION PRESENTER:

**Dr. Sharon Small**

Chief Executive Officer/HS/EHS

Director, MEd, MA, PhD



*"Growing San Antonio's Tomorrow...Today!"*



# Table of Contents

3

About us

6-14

CEO Message/Milestones  
Memorable Moments

21-57

Team Impact

4-5

Mission & Vision

15-20

Program Governance

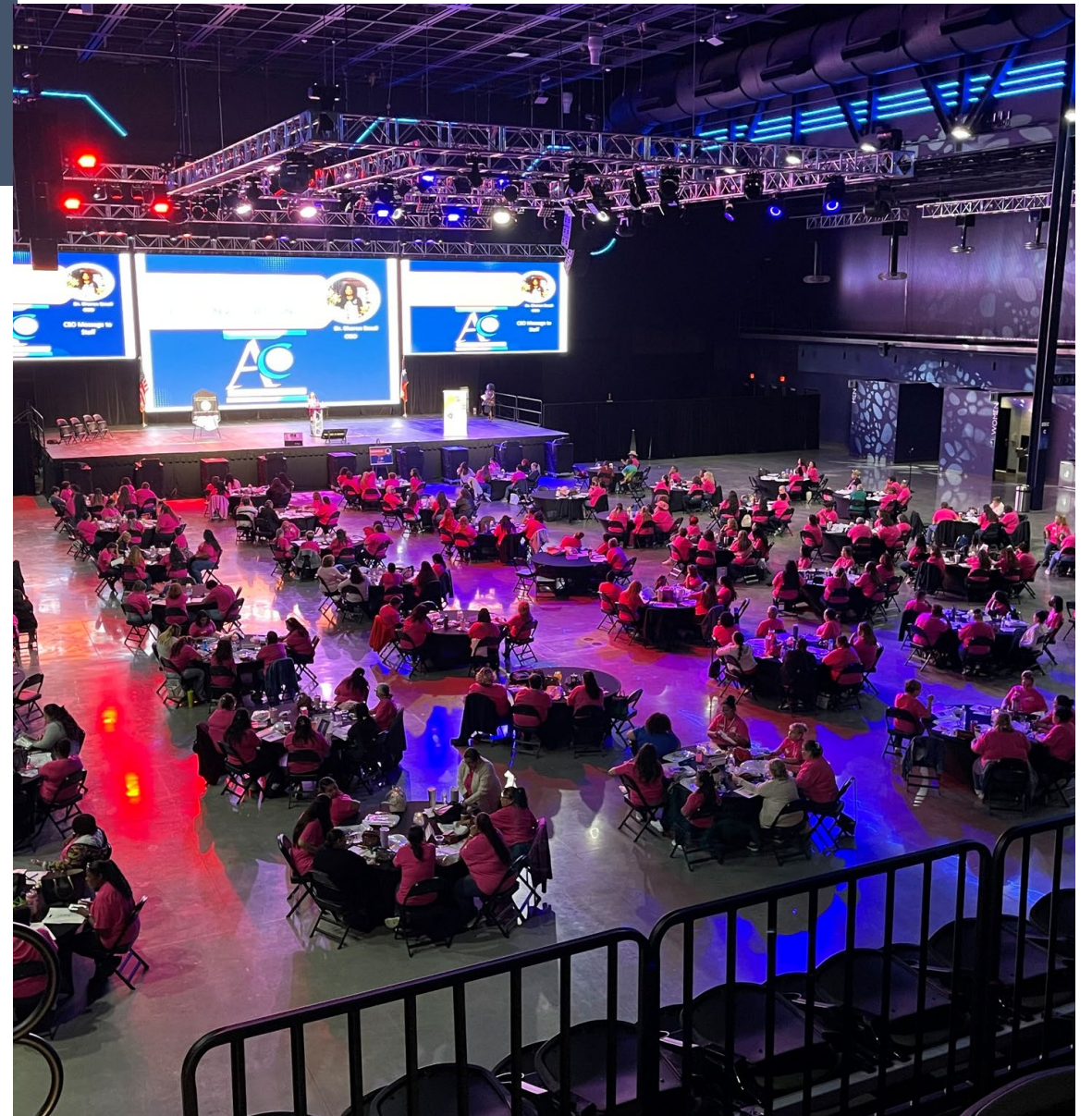
58-59

Closing

# ABOUT US

## Target Oriented

Parent/Child Incorporated, most often referred to as PCI, is a non-profit organization with the focus on the whole child, the whole family and the whole community. PCI offers several options for children that include, Early Head Start, Head Start, Early Head Start/Childcare Partnership and in the Licensed Child Day Care Homes program. PCI's extensive CACFP program, serve Early Head Start, Head Start, and unaffiliated child-care centers. We're very proud of the many programs we offer to our children and families in San Antonio and Bexar County.



# Mission

- The mission of Parent/Child Incorporated is to provide high-quality early childhood developmental and educational services in order to empower our children and their families, to become responsible citizens who value education and community.

# Vision

- **Our vision is to provide the best quality child development program for all eligible children using the Head Start /Early Head Start Model which enables families, children, and staff to be empowered by creating a caring, safe and healthy environment that encourages learning and wellness.**

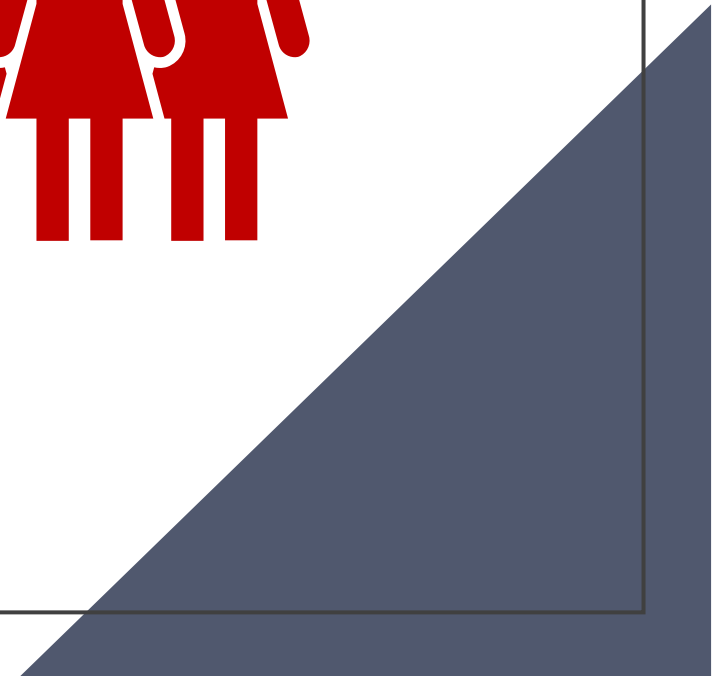
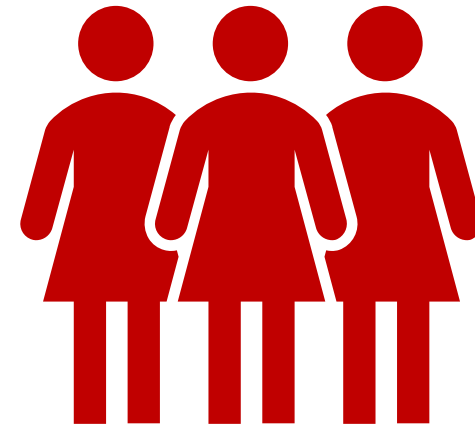


# CEO MESSAGE

Dr. Sharon Small  
Chief Executive Officer/HS/EHS Director  
MEd, MA, PhD



# CEO MESSAGE





# CEO Message

Greetings and welcome to Parent/Child Incorporated's (PCI) Annual Report to the Public. As the Chief Executive Officer of Parent/Child Incorporated, I am honored to present our 18th Annual Report. This year, we also celebrate the 46th Anniversary of our agency. This year, our theme, ***Accountability with Commitment***, underscores the foundation of our work and the guiding principles that shape everything we do at Parent/Child Incorporated.

As we reflect on the past year, we are filled with gratitude for the continued success of our Head Start and CACFP programs, which play a pivotal role in shaping the future of the children and families we serve. Together, we have made significant strides in providing quality early childhood education and ensuring that children receive nutritious meals to foster their growth and development.

In light of the attention placed on Head Start by the current administration, we are pleased to report that the state of our program is strong. We have not only maintained but also enhanced our commitment to providing exceptional services to our children and families. Our Head Start program has empowered young learners by offering comprehensive educational opportunities, health screenings, and family support services, all designed to create a strong foundation for lifelong success. Over the past year, we have reached new milestones in our efforts to increase access to early childhood education, fostering an environment of inclusivity and excellence.



# CEO Message

Though often understated, our CACFP program remains a cornerstone of our mission. It continues to nourish our children with balanced meals that promote both physical and cognitive growth. Through providing nutritious food and nutrition education, we are laying the groundwork for healthier lifestyles while reducing food insecurity within our community.

These accomplishments are the result of the dedicated efforts of our staff, volunteers, community partners, and the families who trust us to care for and educate their children. We are incredibly proud of what we've achieved together and are excited to continue building on this success in the year ahead.

In this report, you will find detailed information on the following:

- The total amount of public and private funds received
- An explanation of budgetary expenditures and the proposed budget for the fiscal year
- The total number of children and families served, the average monthly enrollment, and the percentage of eligible children served
- Results of the most recent review by the Secretary (2021) and the financial audit
- The percentage of enrolled children who received medical and dental exams
- Parent Involvement/Engagement activities
- Efforts to prepare children for kindergarten
- Other information required by the Secretary

# CEO Message

Thank you for your continued support and commitment to the health, education, and well-being of our youngest learners. We look forward to working with you to create even more opportunities for success in the future. **The state of Parent/Child Incorporated is strong.**

With appreciation,

Dr. Sharon Small  
Chief Executive Officer  
Parent/Child Incorporated

*"PCI...Growing San Antonio's Tomorrow...Today!"*



# THEME...

## Accountability with Commitment

**Accountability** refers to our responsibility to the children, families, and communities we serve. It means that we are committed to being transparent, evaluating our progress, and holding ourselves to the highest standards. We take responsibility for the outcomes of our programs, ensuring that the services we provide are effective, impactful, and aligned with our mission.

**Commitment** highlights the unwavering dedication of our staff, volunteers, and partners to making a positive difference in the lives of those we serve. It reflects our long-term vision for continuous improvement, even in the face of challenges. Our commitment is to provide the best possible care and education to our children, support their families, and contribute to the overall well-being of our community.

Together, **Accountability with Commitment** represents our promise to work diligently and with purpose to create opportunities for the success of every child and family in our programs. It's a reminder that we are not only responsible for what we do but are deeply devoted to the people we serve and the lasting impact we aim to make.



# MILESTONES

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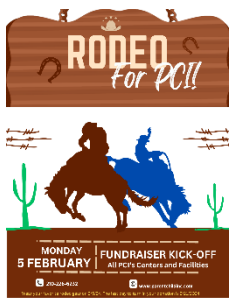
# MILESTONES

- Promoted a Growth Mindset among staff, fostering continuous learning and adaptability.
- Reaffirmed our commitment to our Mission and Vision.
- Secured and maintained funding for five vital programs: Early Head Start, Head Start I, Early Head Start/Child Care Partnership, CACFP, and Head Start II.
- Implemented a Cost-of-Living Adjustment.
- Established a Safety Hub at Mainland and appointed a Safety Officer.
- Led recruitment initiatives to increase and maintain enrollment.
- Launched **Mom-Net** for parents, offering vital support and resources.
- Introduced an agency box truck for recruitment events and three transport vans for field trips.
- Graduated the Sixth Year Class of Leadership PCI and welcomed the Seventh Year Class for 2024-2025.
- Achieved a successful financial audit with no exceptions.
- Continued impactful initiatives such as *Parents Ask – Understanding Disabilities One Question at a Time*.
- Green Oak Learning Center obtained their Texas Rising Star accreditation, and we were able to enhance their toddler playground to include new structures
- Hosted a highly regarded CEO Convocation and Pre-Service event.
- Welcomed Green Oak Learning Center as the newest partner in our Early Head Start/Child Care Partnership program.
- Facilitated ongoing staff development, parent training, and transition meetings.
- Led community initiatives like the "Coats for Kids" program and the "We Are Not Mum for Head Start and Early Head Start" campaign.
- Male initiative Sign Up Tailgate Party
- Upcoming Science...Explore, Discover, and Play—Science Comes to Life Today at the Bandera Operations Facility!"



# Notable Moments

Rodeo for PCI



UIW Partnership



PCI Cookbook!



Bingo Night

Parent Initiative Card



Male Initiative Turkey Donations/ Operations Thanksgiving Trimming Donations



Cardboard Challenge



HS Chess Enrichment



Literacy Fall Festival at Kiddie Park



Coats For Kids

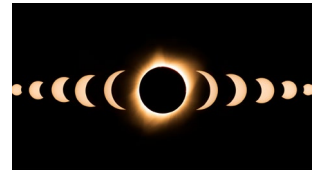
Make-n-Take



PCI Broadcast News



Art Gallery



Solar Eclipse Week



Kite Festival



Happy 60th Birthday Head Start Signature Drive



Male Initiative Tailgate party/ sign up drive



Pet Parade

# Program Governance

## Governance Group

PCI's Governance Group consists of the Board of Directors, the body that is legally and financially responsible for the agency; the Policy Council that is made up of parents and community members that are responsible for the direction of the Head Start and Early Head Start programs. The Chief Executive Officer/HS/EHS Director is responsible for the day-to-day operations for the Agency.



## Formal Structure

The agency ensures a Formal Structure of Shared Governance through which parents can participate in policy making and other decisions about the program, to include membership on the policy council and the governing body. The Policy Council members are elected by their Parent Center Committees and the Policy Council elects a member from each Head Start Program represented to serve a one-year term on the Board of Directors.



## Composition Requirements

The Board of Director's meets Head Start Performance Standards by meeting the composition requirements of having a licensed attorney familiar with issues that come before the governing body, members with a background and expertise in fiscal management or accounting, member with a background and expertise in early childhood education and development and a member that reflects the community to be served to include parents of children who are currently enrolled in PCI's Head Start programs.



## Financial

The agency is financially sound in all programs and the Governance Groups are provided financial statements and audits as conducted and completed, in addition to reviewing and approving the submission of funding applications.





# Board Of Directors



**Michael Latimer**

---

Board President



**Rafael Rodriguez**

---

Secretary Treasurer



**Ernest Mendoza**

---

Board Member- Education/ Community

**Nora Rodriguez**

---

Board Member/Head Start  
Parent Representative

**Kieshon Duncan**

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Board Member/Early Head  
Start Parent Representative



# POLICY COUNCIL

## Policy Council Members

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Monica Aranda, President  
Leianna Bell, Secretary  
Nora Rodriguez, Treasurer  
Kieshon Duncan,  
Parliamentarian/Chaplain

The Policy Council is a governing body comprised of parents of children enrolled in each program option. In addition, the council also includes community representatives who are recommended by the CEO and voted in by the Policy Council.





ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

Office of Head Start | 4th Floor – Switzer Memorial Building, 330 C Street SW, Washington DC 20024 [eclkc.ohs.acf.hhs.gov](http://eclkc.ohs.acf.hhs.gov)

## Program Performance Summary Report

**To: Authorizing Official/Board Chairperson**

Mr. Michael Latimer  
Parent Child Incorporated  
7815 Mainland Dr  
San Antonio, TX 78250 - 5150

**From: Responsible HHS Official**

**Date: 05/10/2021**

**On behalf of Dr. Bernadine Futrell  
Director, Office of Head Start**

From March 15, 2021 to March 19, 2021, the Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of the Parent Child Incorporated Head Start and Early Head Start programs. This report contains information about the grantee's performance and compliance with the requirements of the Head Start Program Performance Standards (HSPPS) or Public Law 110-134, *Improving Head Start for School Readiness Act of 2007*.

The Office of Head Start (OHS) would like to thank your governing body, policy council, parents, and staff for their engagement in the review process. Based on the information gathered during this review, we have found your program meets the requirements of all applicable HSPPS, laws, regulations, and policy requirements.

Please contact your Regional Office for guidance should you have any questions or concerns. Your Regional Office will follow up on the content of this report and can work with you to identify resources to support your program's continuous improvement.

# Executive Team



**Debra Bedoy**

---

Executive Assistant



**Natalie Diaz**

---

**Chief Financial Officer**



**Joe Segura**

---

Compliance Officer/Special  
Service Coordinator

# Executive Team



**Diana Vogt**

---

Human Resource Coordinator



**Janie Castillo**

---

CACFP Nutrition Service Manager



**Lisa Walker**

---

Education Coordinator

## Interim Operations Coordinators



**Candace Collins**



**Catherine Padilla-Ortas**



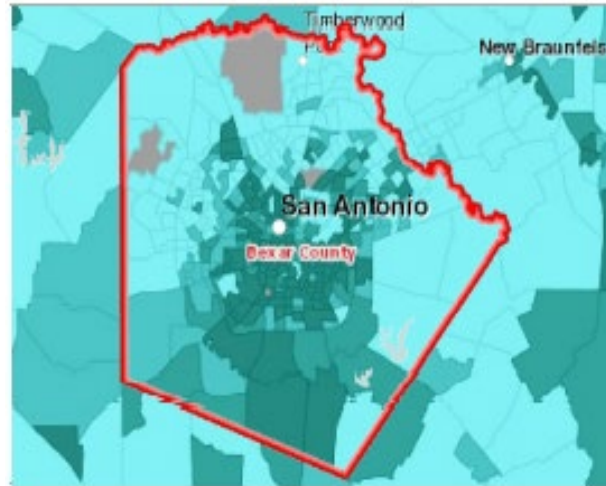
# Community Assessment



# Community Assessment

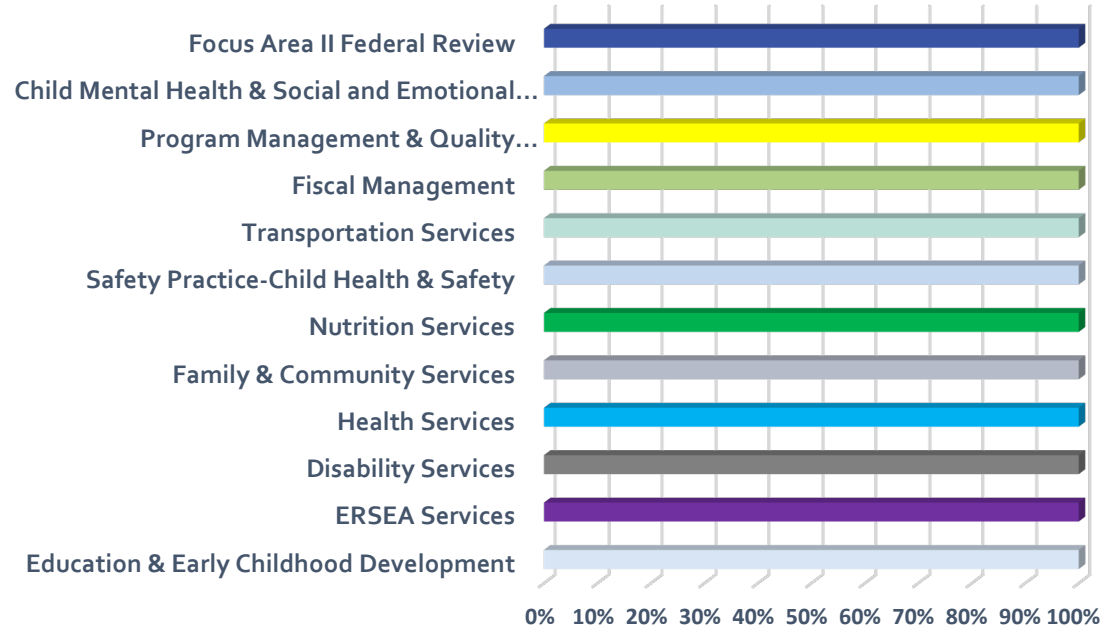
## *SPECIAL PROJECTS COMMUNITY ASSESSMENT*

Parent/Child Incorporated Community Assessment utilizes data that highlights that the areas in which Parent/Child Incorporated is providing services are high need areas when it comes to poverty levels, health and environmental factors and poor early childhood educational opportunities.



# Self Assessment

## 2024 Self-Assessment Compliance Results





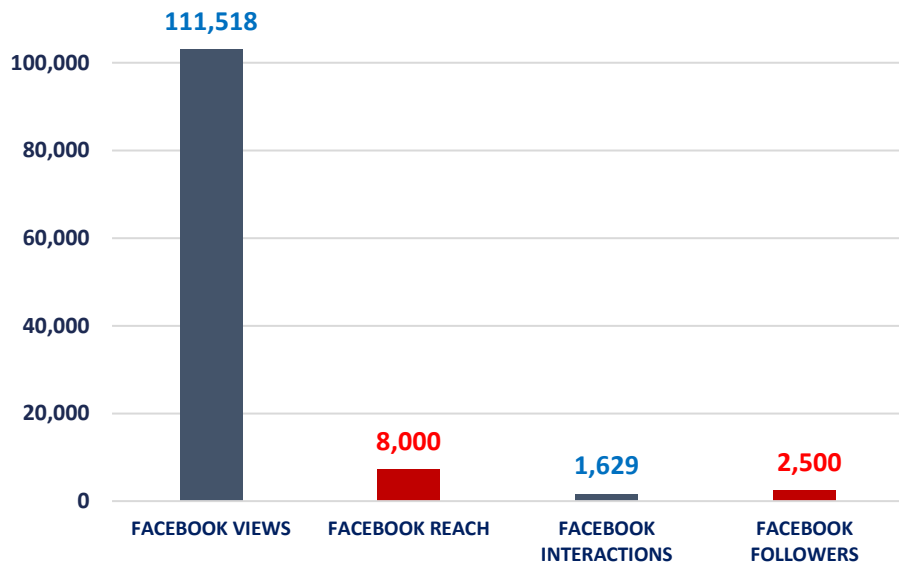


# Communications/ Technology

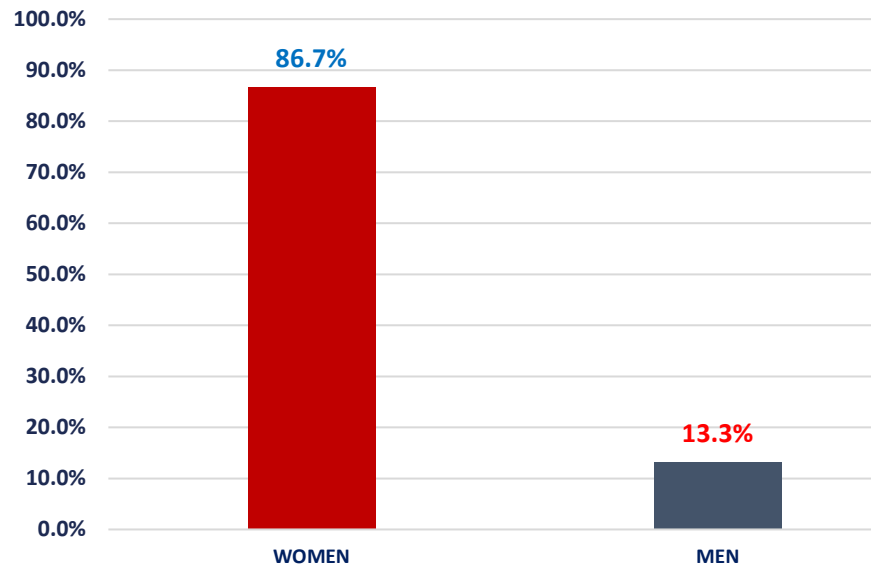


# Communication

### Social Media - Facebook



### Social Media - Facebook Demographics



#### Website

- No Data Analytics

#### Instagram

- Followers - 137

#### YouTube

- 82 Subscribers
- 216 - Videos
- Views: 191

#### X

- Followers - 61

#### EZ Texting

- 997

# Technology



**FIOSTA**  
**MANAGED SERVICES**  
**& I.T. SUPPORT**

Windows Workstations: 180





# Human Resources

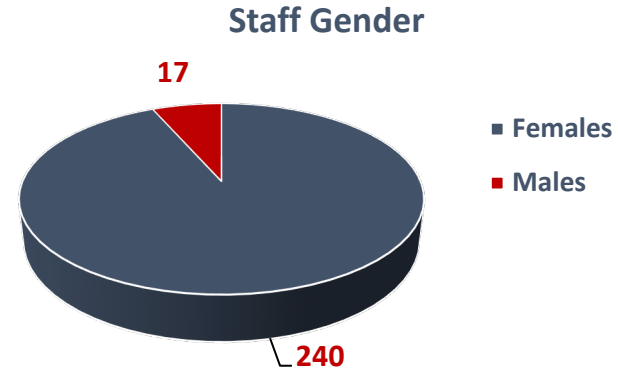


# Human Resources

## Employees: 257

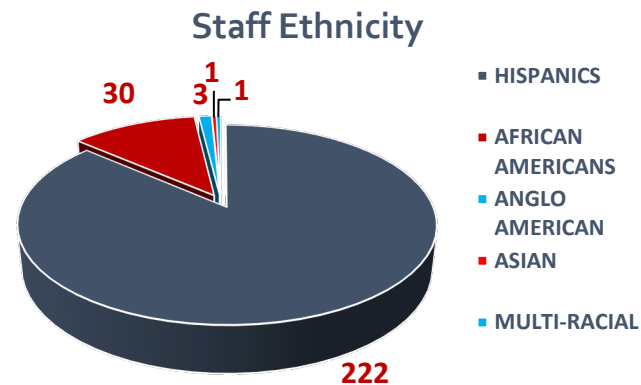
### Employee Demographic/ Gender:

Females	240
Males	17



## Ethnicity:

- 222 Hispanics
- 30 African Americans
- 3 Anglo Americans
- 1 Asian
- 1 Multi-Racial



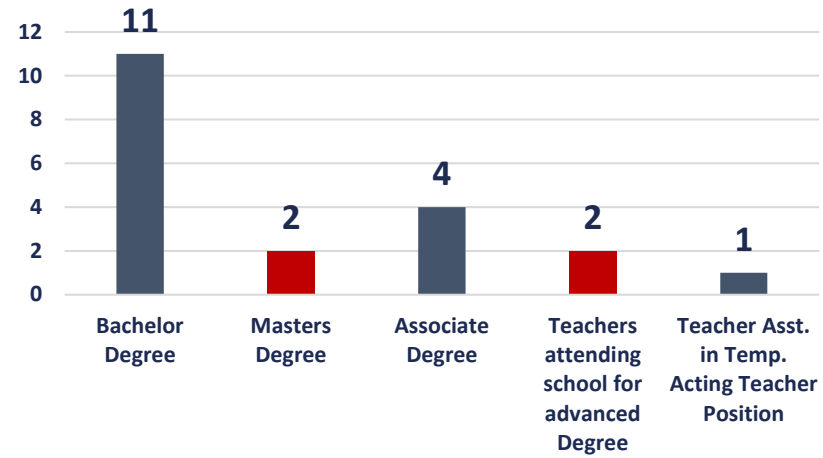
# Human Resources

## Teachers

- 11 Teachers with a Bachelors' Degree
- 2 Teachers with a Master's Degree
- 4 Teachers with an Associate Degree
- 2 Teachers attending school for an advanced degree
- 1 Teacher Assistant in temporary acting Teacher position



Head Start I Staff - Teachers

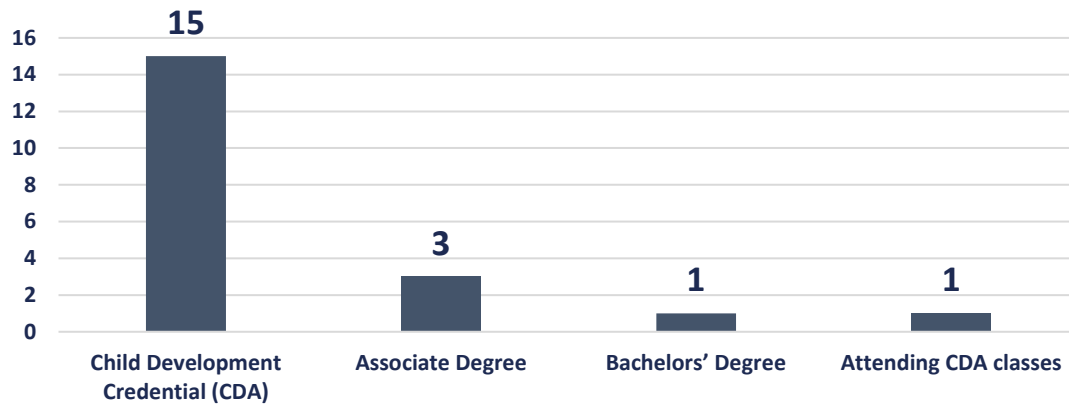


# Human Resources

## Teachers Assistant

- 15 Teacher Assistants with a Child Development Associate (CDA)
- 3 Teacher Assistants with an Associate Degree
- 1 Teacher Assistants with a Bachelors' Degree
- 1 Teacher Assistants attending CDA classes

Head Start I Staff - Teacher Assistants

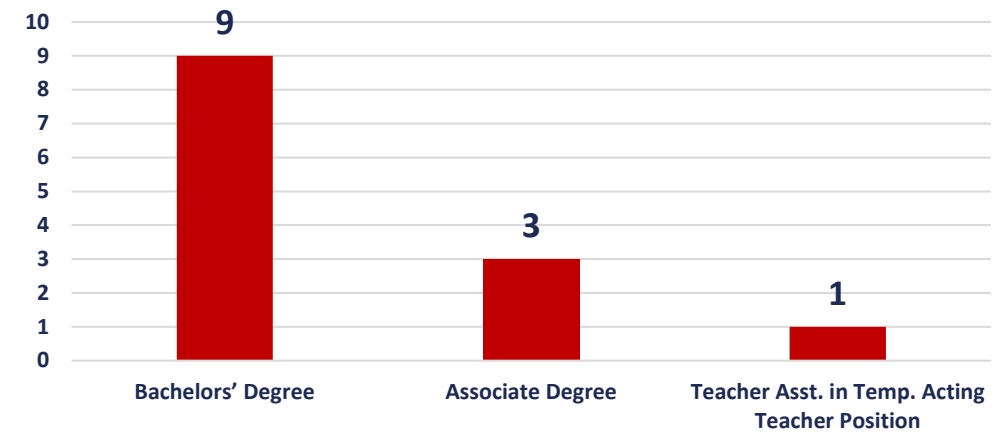


## Head Start Grant II Staff

### Teachers

- 9 Teachers with a Bachelors' Degree
- 3 Teachers with an Associate Degree
- 1 Teacher Assistant in temporary acting teacher position

Head Start II Staff - Teachers

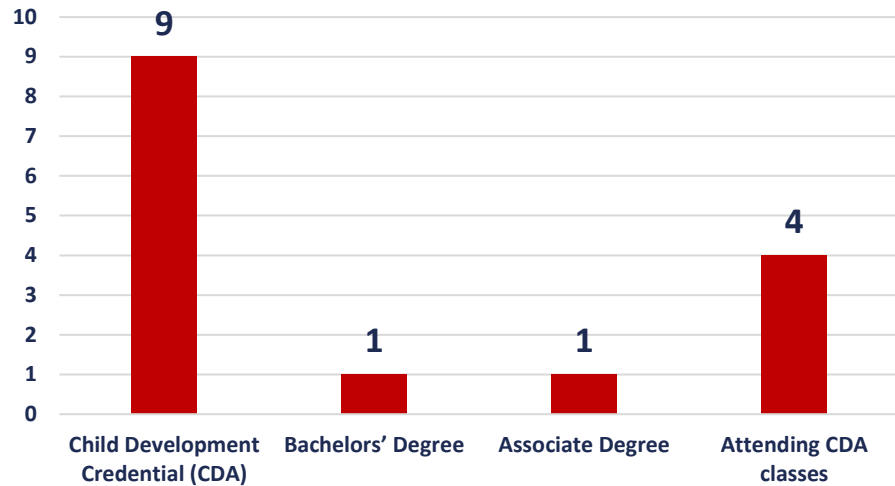


# Human Resources

## Teachers Assistant

- 9 Teacher Assistants with a Child Development Associate (CDA)
- 1 Teacher Assistant with a Bachelors' Degree
- 1 Teacher Assistant with an Associate Degree
- 4 Teacher Assistants attending CDA classes

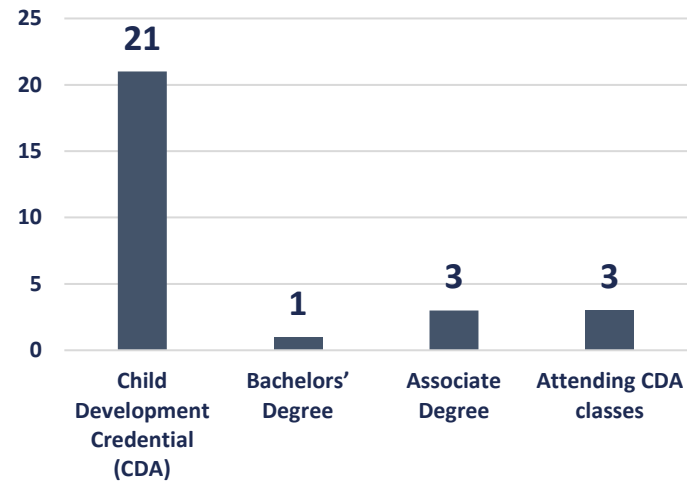
Head Start II Staff - Teacher Assistants



## Early Head Start Staff

- 21 Teachers with a Child Development Associate (CDA)
- 1 Teacher with a Bachelors' Degree
- 3 Teachers with an Associate Degree
- 3 Teachers attending CDA classes

Early Head Start I Staff - Teachers



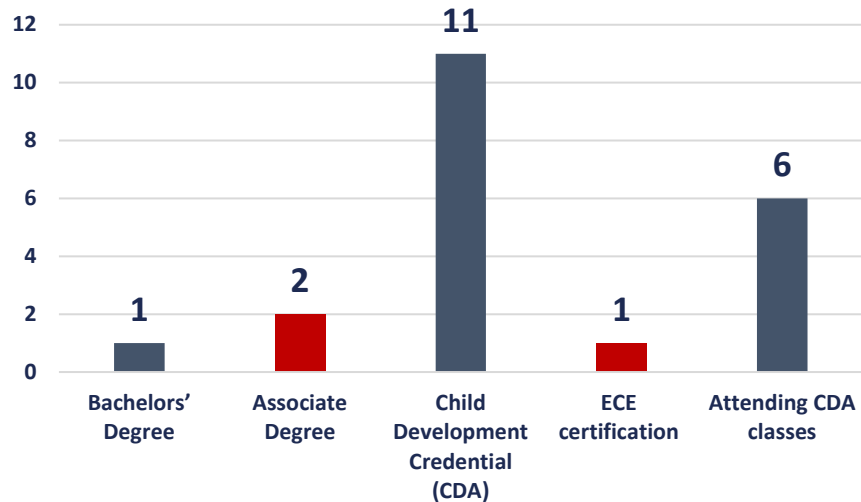


# Human Resources

## Early Head Start II

- 1 Teacher with a Bachelors' Degree
- 11 Teachers with a Child Development Associate
- 2 Teachers with an Associate Degree
- 1 Teacher with an ECE certification
- 6 Teachers attending CDA classes

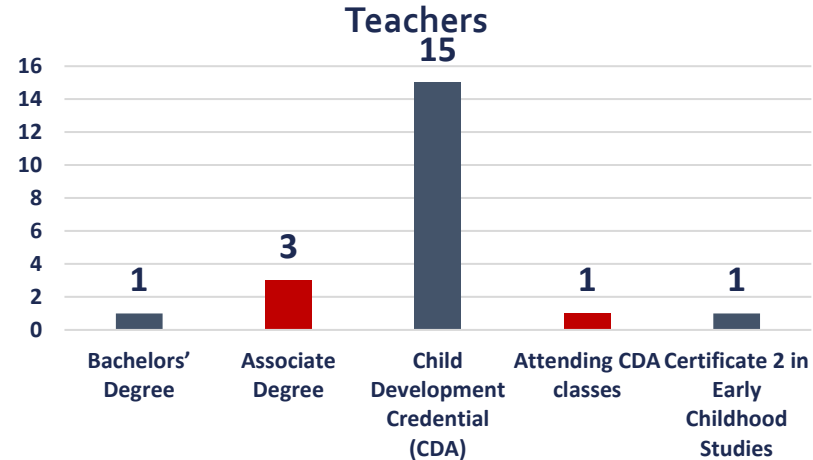
### Early Head Start II Staff - Teachers



## Early Head Start Expansion/CCP

- 15 Teachers with a Child Development Associate (CDA)
- 3 Teachers with an Associate Degree
- 1 Teacher with a Bachelors' Degree
- 1 Teacher with a Certificate 2 in Early Childhood Studies
- 1 Teacher attending CDA classes

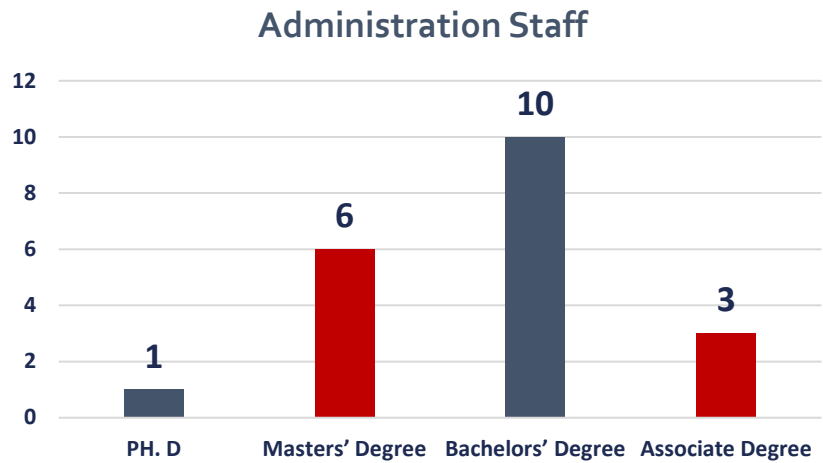
### Early Head Start Expansion/CCP Teachers



# Human Resources

## Administration Staff

- 1 Administrator with a PH. D.
- 6 Administrators with a Masters' Degree
- 10 Administrators with a Bachelors' Degree
- 3 Administrators with an Associate Degree



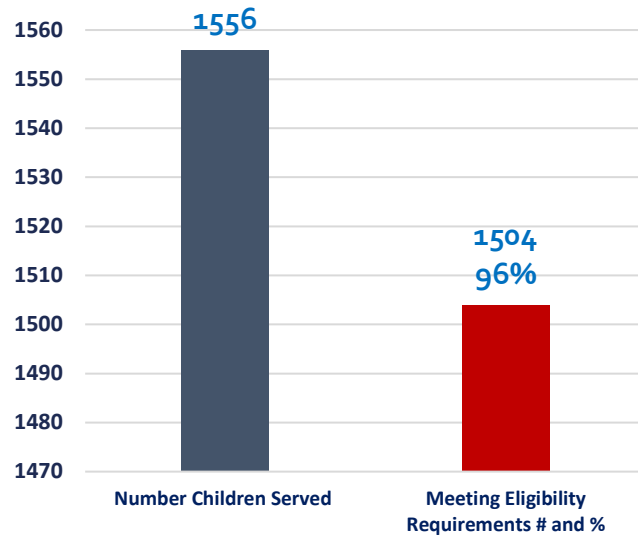


# Operations

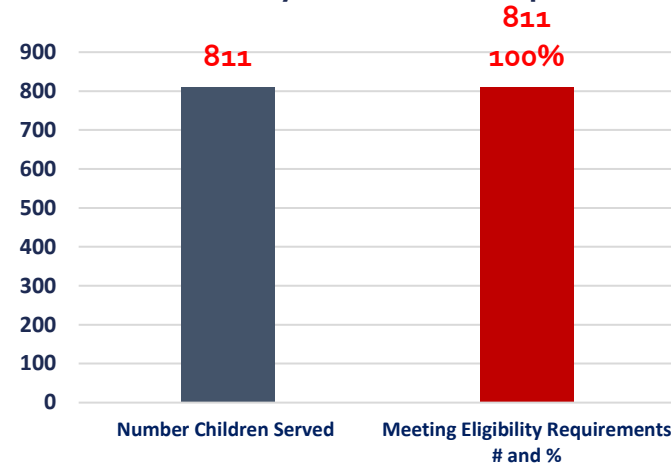


# Operations Family Service

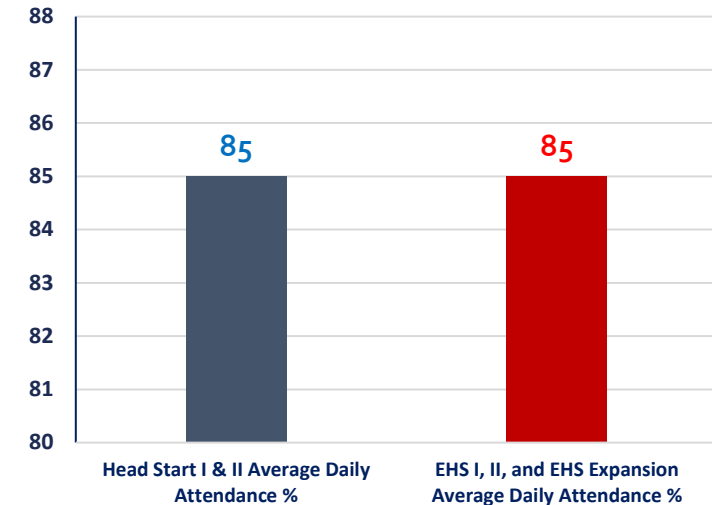
## Head Start I and Head Start II



## Early Head Start I, Early Head Start II & Early Head Start Expansion

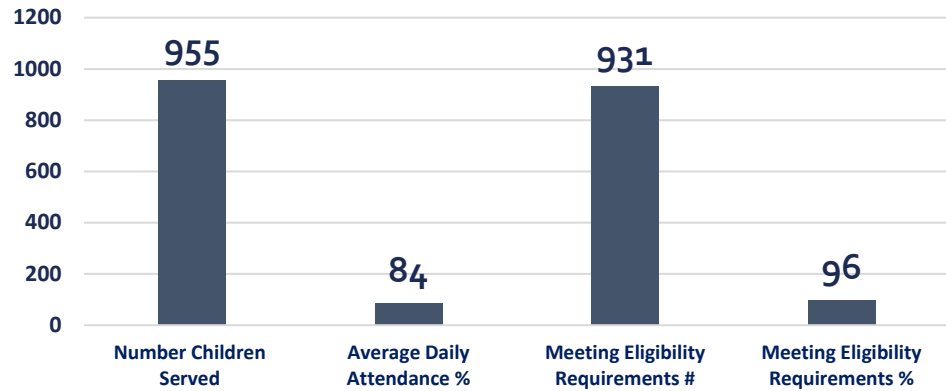


## Average Daily Attendance Per Program



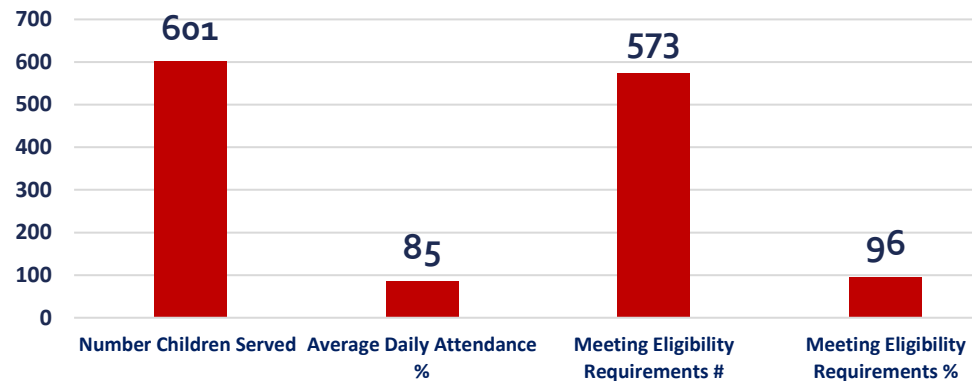
# Operations Family Service

## Head Start I



1% over 130%  
3% under 130%

## Head Start II

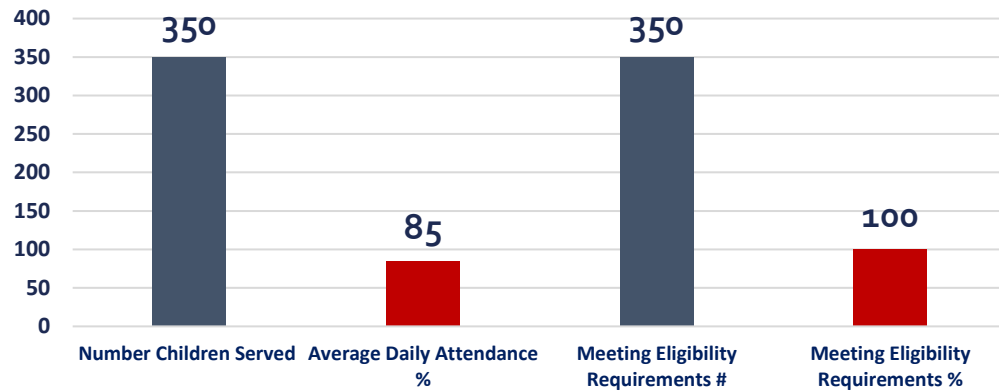


1% over 130%  
3% under 130%

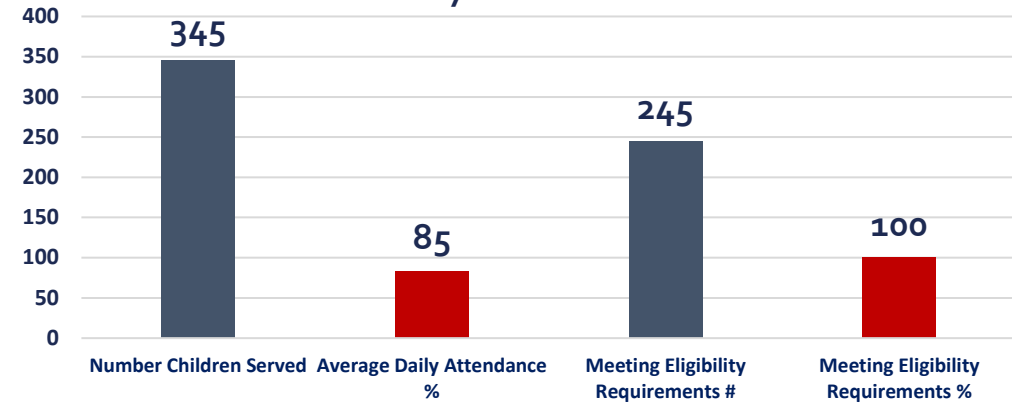


# Operations Family Service

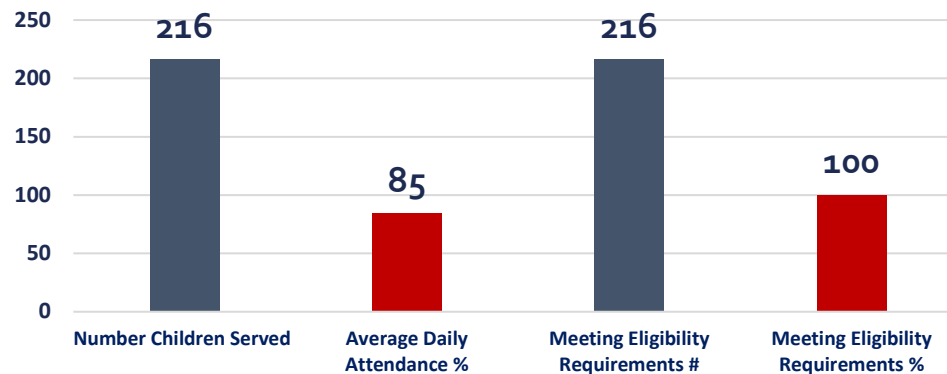
### Early Head Start I



### Early Head Start II



### Early Head Start Expansion





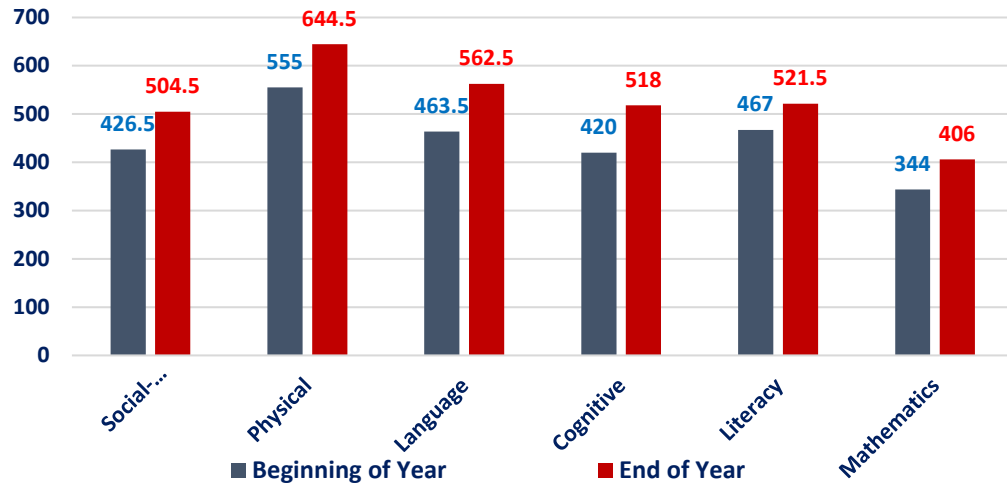
# Education



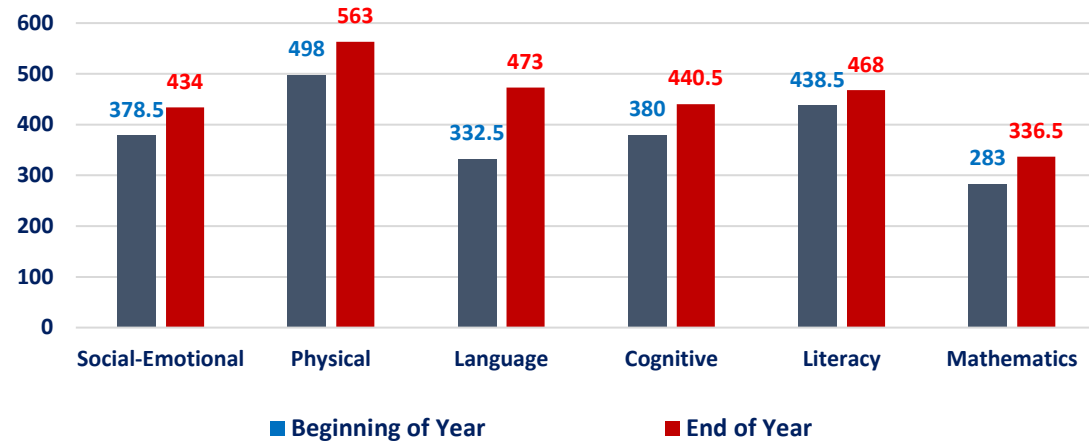
# Education

Head Start/Head Start Grantee II/Early Head Start/Early Head Start Grantee II/Early Head Start Expansion/Childcare Partnership

Head Start and Head Start II Four Year Old Assessment Scores



Head Start and Head Start II Three Year Old Assessment Scores

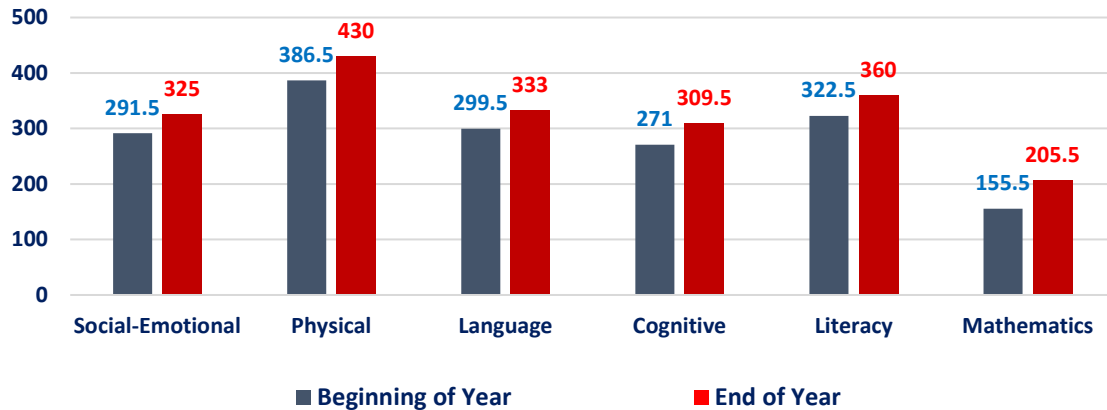


The graphs show data for the 2023-2024 school year, comparing the Beginning of the Year and End of the Year results for all children assessed. They display the average percentage of children identified as "PROFICIENT" at both points in time. The biggest improvement in PROFICIENCY was seen in **Physical Development** for 3- and 4-year-olds. **Physical Development** emphasizes both fine and gross motor skills, helping children develop coordination, strength, and physical health. However, **Mathematics** is the area that **Needs Improvement** though progress was made. This domain supports the development of early math skills such as counting, pattern recognition, and understanding shapes and measurements. There isn't a specific Beginning of the Year benchmark because children join the program at different times during the year. The program's strong point is maintaining fidelity in assessment procedures to ensure that all children are evaluated properly.

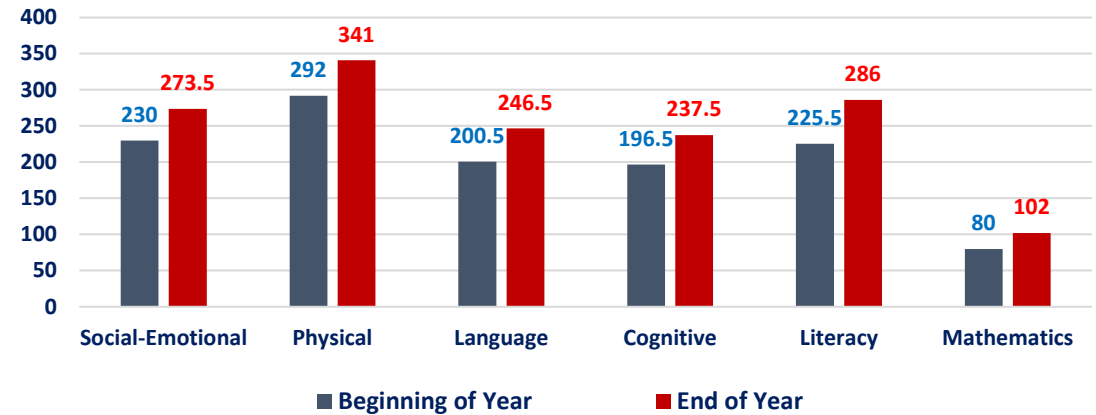


# Education

Early Head Start, Early Head Start II, Early Head Start Expansion,  
and Child Care Partnership Two Year Old  
Assessment Scores



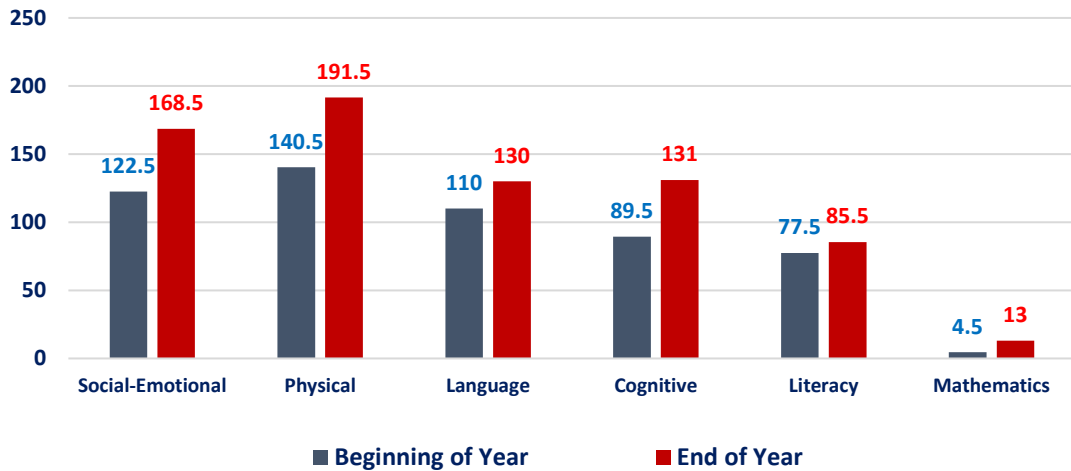
Early Head Start, Early Head Start II, Early Head Start Expansion,  
and Child Care Partnership One Year Old  
Assessment Scores



The graphs show data for the 2023-2024 school year, comparing the Beginning of the Year and End of the Year results for all children assessed. They display the average percentage of children identified as "PROFICIENT" at both points in time. The biggest improvement in PROFICIENCY was seen in **Physical Development** for 1- and 2-year-olds. **Physical Development** emphasizes both fine and gross motor skills, helping children develop coordination, strength, and physical health. However, **Mathematics** is the area that **Needs Improvement** though progress was made. This domain supports the development of early math skills such as counting, pattern recognition, and understanding shapes and measurements. These scores identify training needs for ongoing training for teaching staff. There isn't a specific Beginning of the Year benchmark because children join the program at different times during the year. The program's strong point is maintaining fidelity in assessment procedures to ensure that all children are evaluated properly.

# Education

Early Head Start, Early Head Start II, Early Head Start Expansion, and Child Care Partnership Birth to One Year Old Assessment Scores



The graphs show data for the 2023-2024 school year for our Birth to One-Year-Old children, comparing the Beginning of the Year and End of the Year results for all children assessed. They display the average percentage of children identified as "PROFICIENT" at both points in time. The biggest improvement in PROFICIENCY was seen in **Physical Development** from Birth to One-Year-Olds. **Physical Development** emphasizes both fine and gross motor skills, helping children develop coordination, strength, and physical health. However, **Mathematics** is the area that **Needs Improvement** though progress was made. This domain supports the development of early math skills such as counting, pattern recognition, and understanding shapes and measurements. These scores identify training needs for ongoing training for teaching staff. There isn't a specific Beginning of the Year benchmark because children join the program at different times during the year. The program's strong point is maintaining fidelity in assessment procedures to ensure that all children are evaluated properly.





# EHS/CC Partnership



# EHS/CC Partnership

Total Number of partnership sites: 3

Total number of Children served: 189

Total number of Teacher Trainings Conducted: 9

Percentage of Eligible Children Served: 100%

Total number of teachers with bachelors: 1, with CDA: 18, and 10 teachers working on a CDA

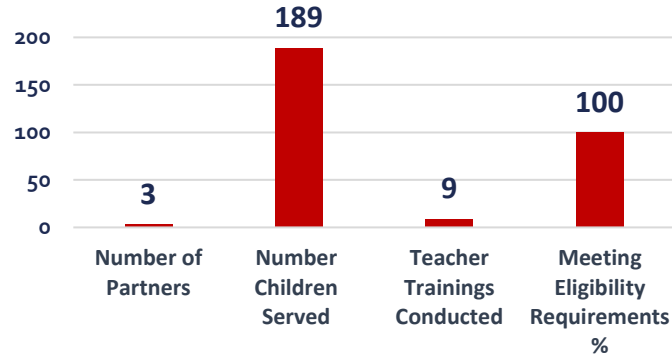
Average Daily Attendance for February 2024-January 2025: 84%

Madonna Center: 85%

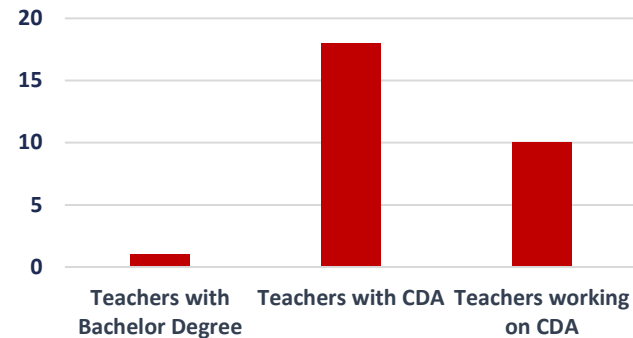
Bailey's Child Development Center: 86%

Green Oak Learning Center: 83%

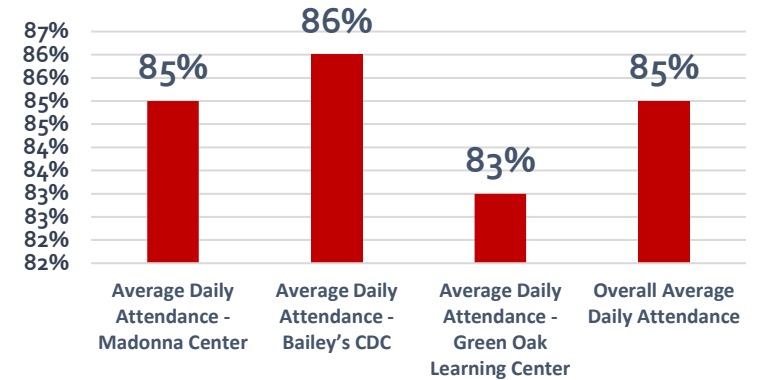
### Child Care Partnership



### Child Care Partnership



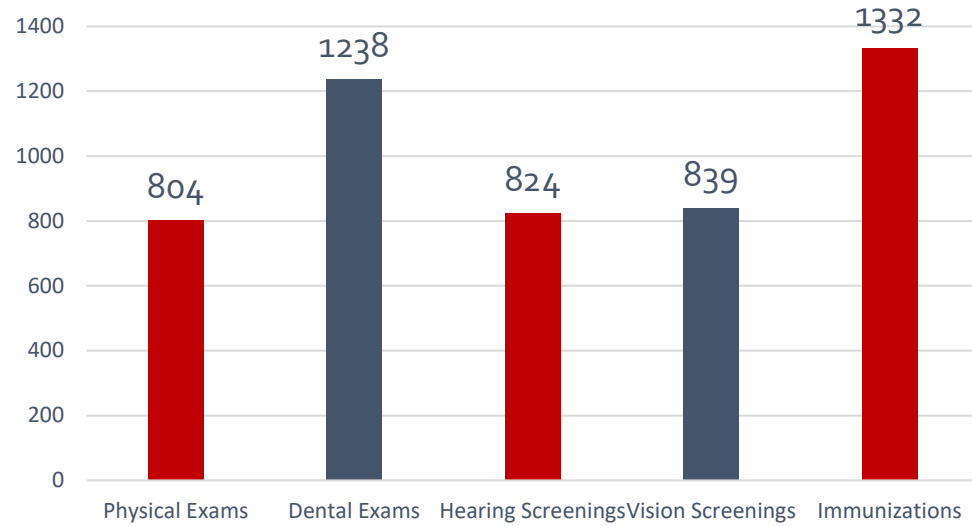
### Child Care Partnership



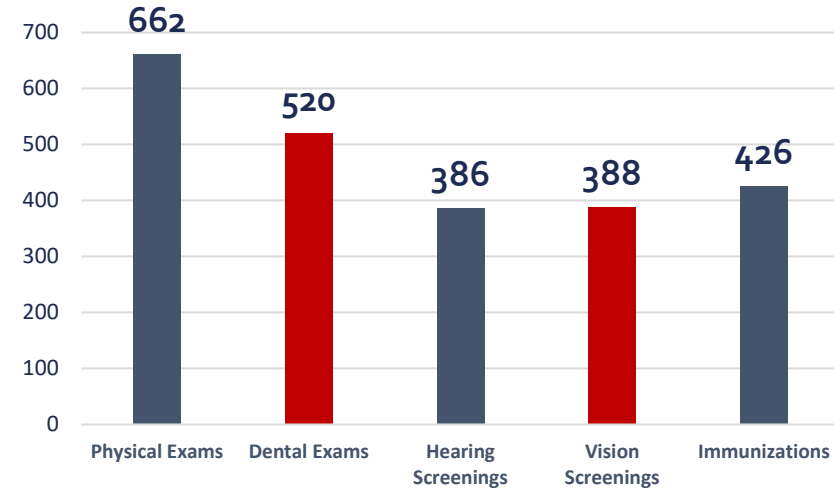
# Compliance

# Compliance

Head Start I and Head Start II

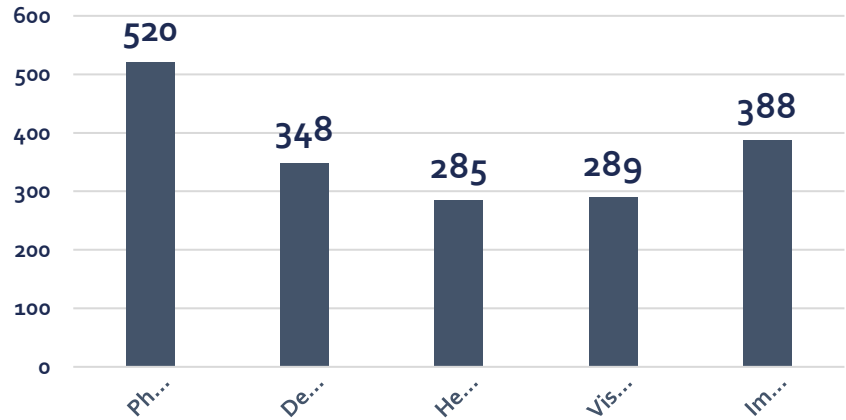


Early Head Start, Early Head Start II, and Early Head Start Expansion



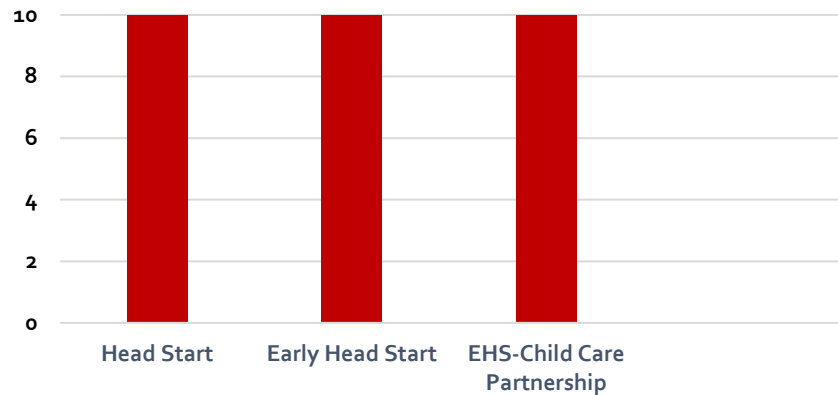
# Compliance

Early Head Start/ Child Care Partnership



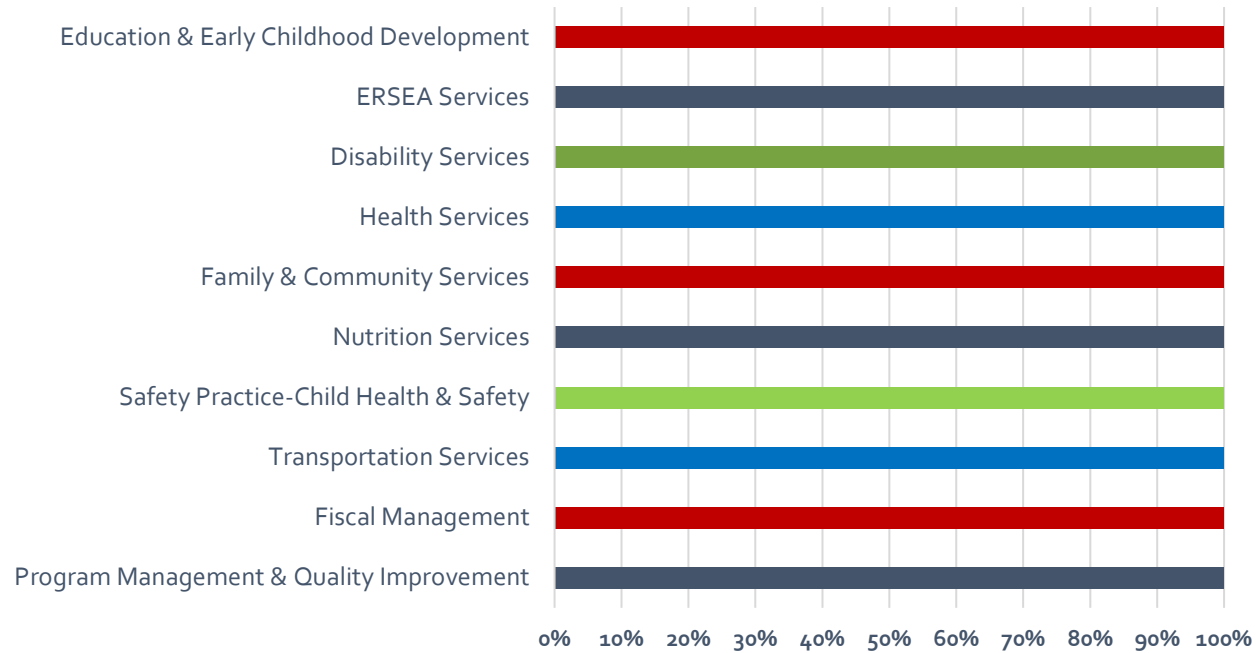
Disabilities/Mental Health Services

2/2024-1/2025  
Disabilities 10%



# Compliance Services

## 2024-2025 Monitoring Compliance Results





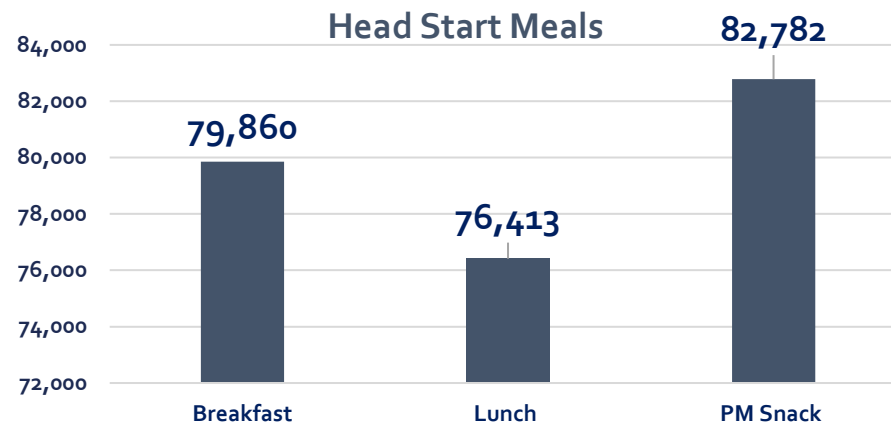
# CACFP/DAY HOMES

# CACFP

## Fiscal Year February 1, 2024 - January 31, 2025

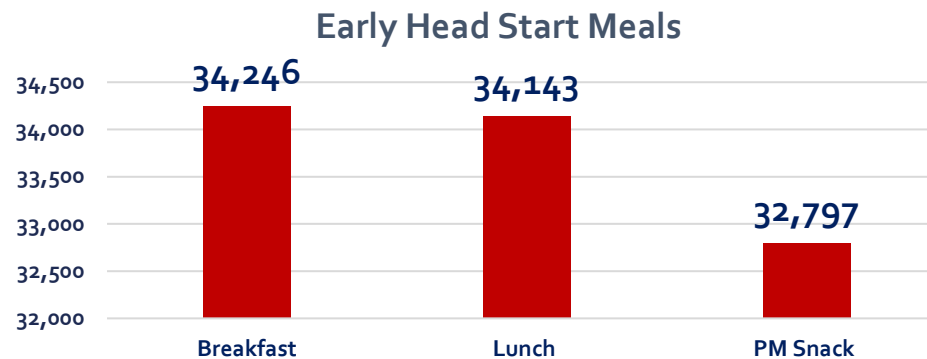
### Head Start Meals

Breakfast	79,860
Lunch	76,413
PM Snack	82,782



### Early Head Start Meals

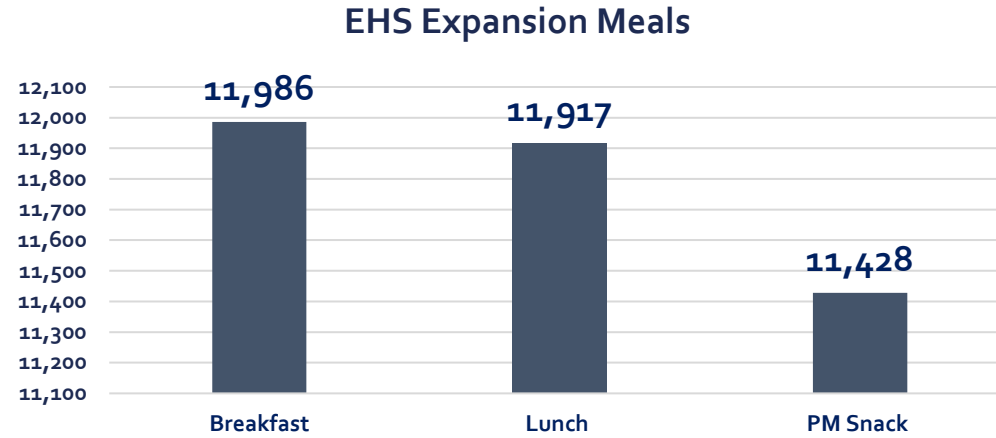
Breakfast	34,246
Lunch	34,143
PM Snack	32,797



# CACFP

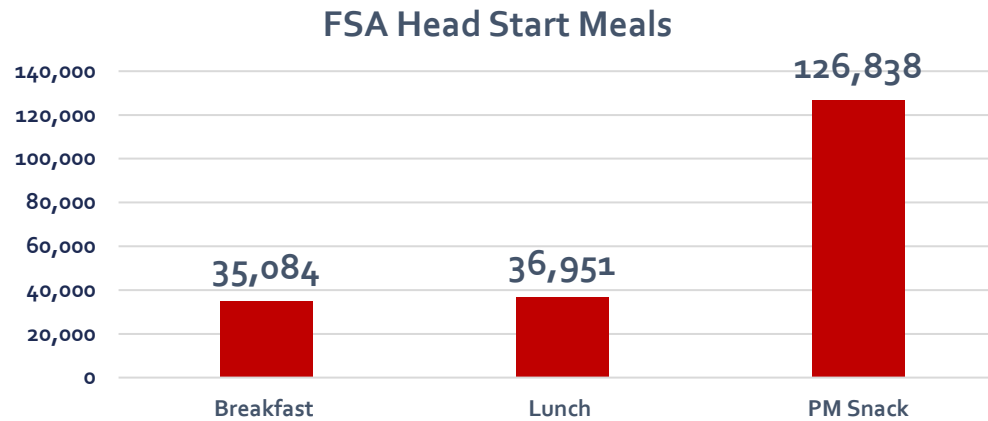
## EHS Expansion Meals

Breakfast	11,986
Lunch	11,917
PM Snack	11,428



## FSA Head Start Meals

Breakfast	35,084
Lunch	35,951
PM Snack	126,838

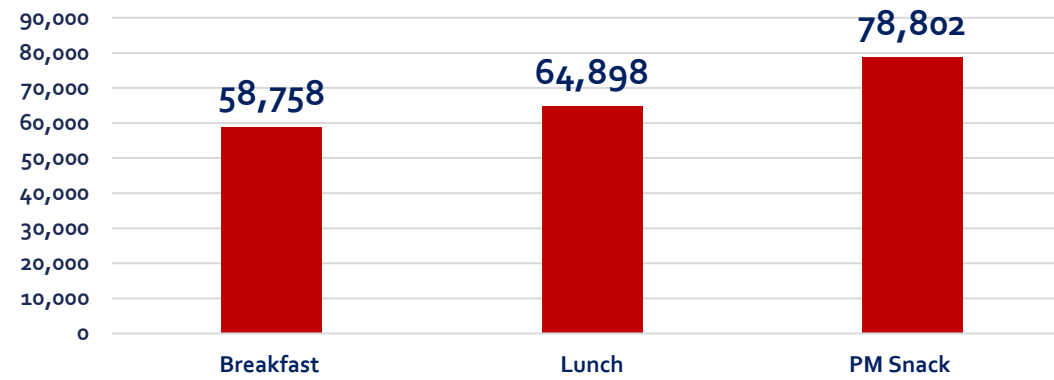


# CACFP

## Unaffiliated Meals

Breakfast	58,758
Lunch	64,898
PM Snack	78,802

## Unaffiliated Independent Child Care Centers

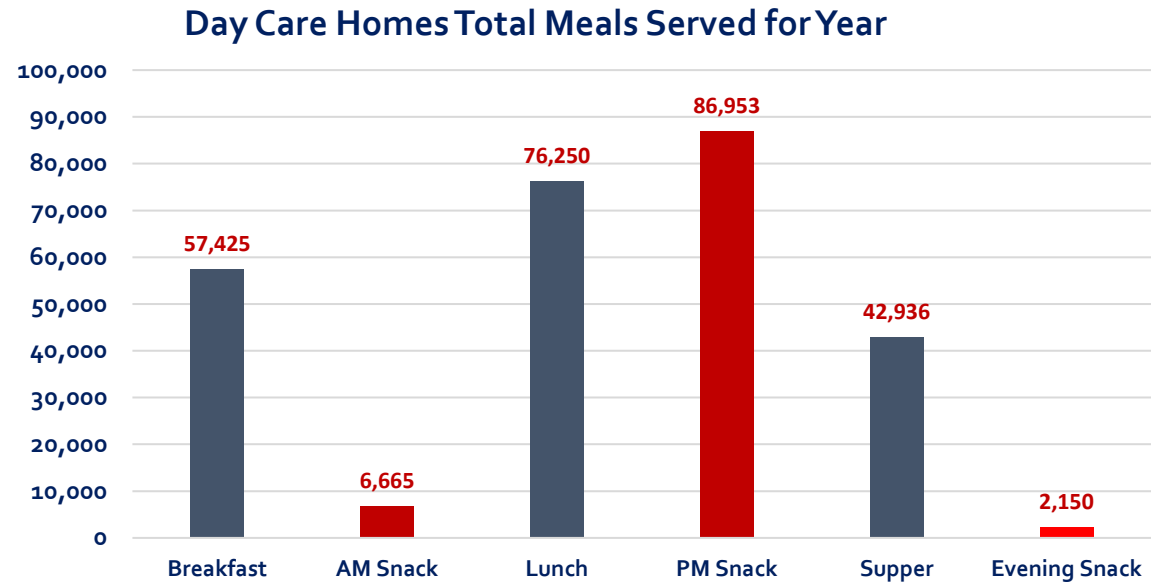


*\*\*PCI currently serves nutritious meals to 40 sites throughout the San Antonio area.*

# CACFP

## Day Care Homes Total meals Served for Year

Breakfast	57,425
AM Snack	6,665
Lunch	76,250
PM Snack	86,953
Supper	42,936
Evening Snack	2,150



# DAY HOMES

Month	Breakfast	AM Snack	Lunch	PM Snack	Supper	Evening Snack
February 2024	4,999	545	6,317	7,698	3,730	188
March 2024	4,885	550	6,520	7,389	3,625	208
April 2024	5,349	546	6,491	7,929	3,757	221
May 2024	5,328	631	6,713	8,083	4,024	207
June 2024	4,956	595	7,579	7,348	3,364	175
July 2024	5,304	642	8,276	7,857	3,614	197
August 2024	5,174	596	7,110	7,557	3,726	221
September 2024	4,454	449	5,275	6,819	3,543	213
October 2024	4,806	568	5,917	7,574	3,910	120
November 2024	3,994	464	5,122	6,196	3,263	143
December 2024	4,161	555	5,530	6,372	3,264	123
January 2025 (projected)	4,015	524	5,400	6,131	3,116	134
<b>TOTALS</b>	<b>57,425</b>	<b>6,665</b>	<b>76,250</b>	<b>86,953</b>	<b>42,936</b>	<b>2,150</b>

Parent/Child Incorporated currently provides nutritional services to children from birth to 12 years of age enrolled in Day Care Homes throughout San Antonio and counties surrounding Bexar County



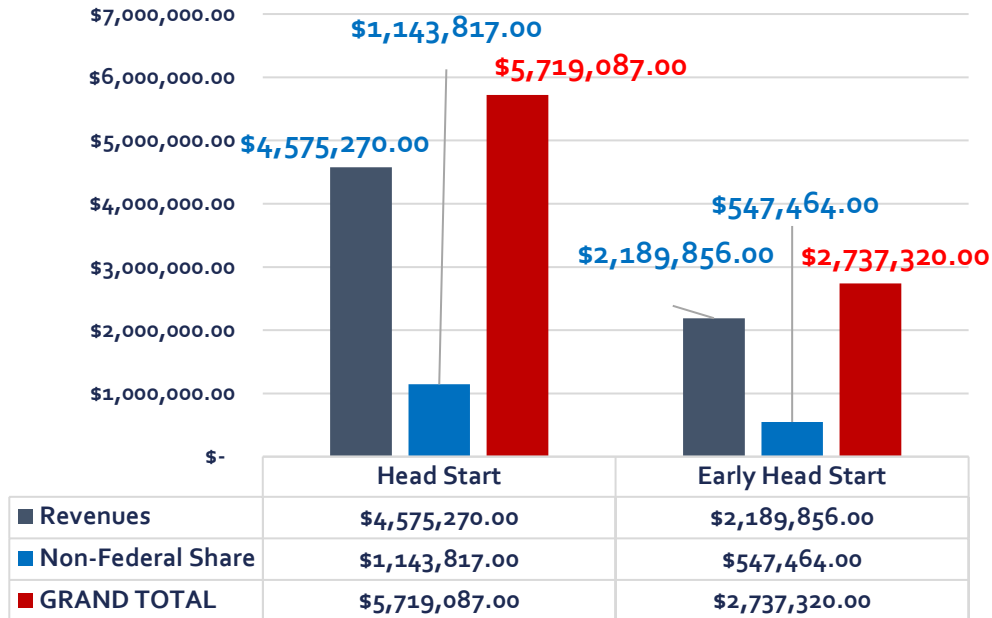


# Fiscal

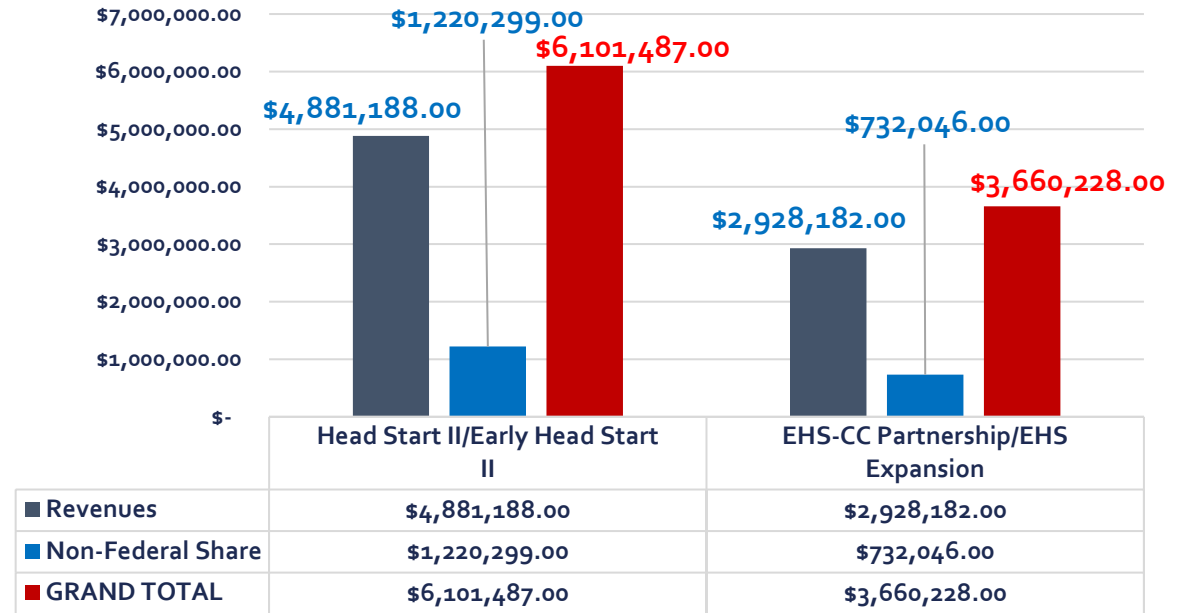


# Fiscal

### Fiscal Annual Unaudited Report Revenues



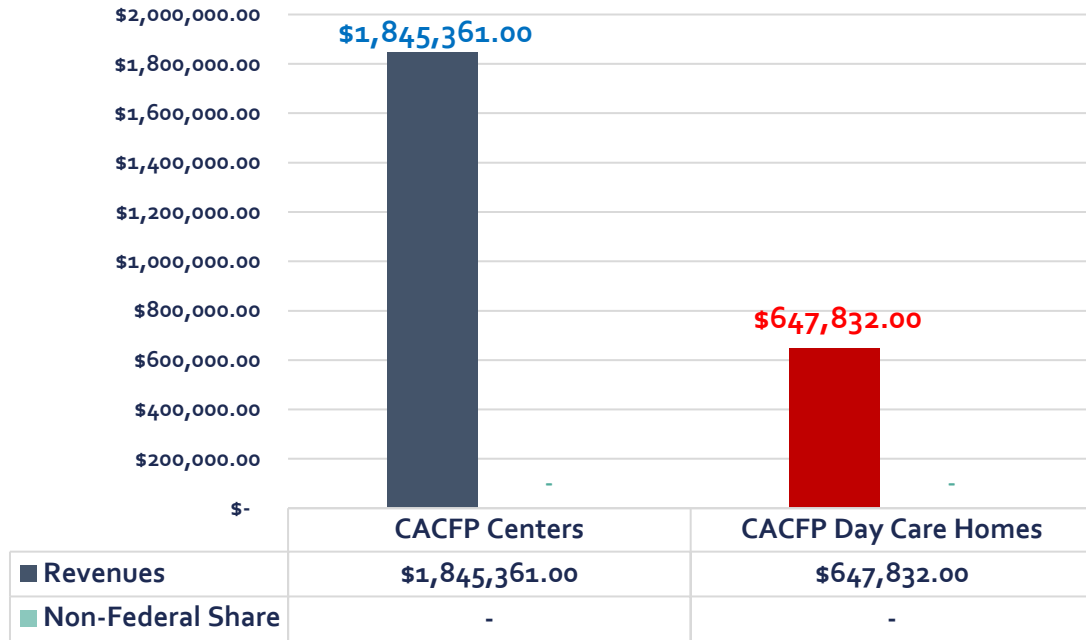
### Fiscal Annual Unaudited Report Revenues



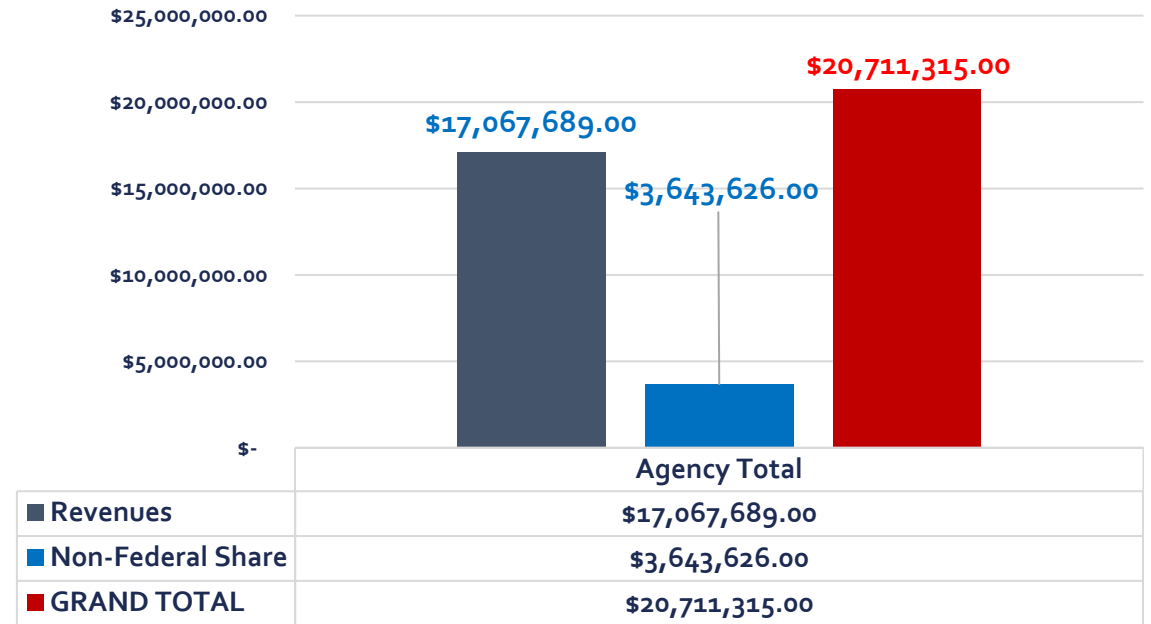


# Fiscal

### Fiscal Annual Unaudited Report Revenues

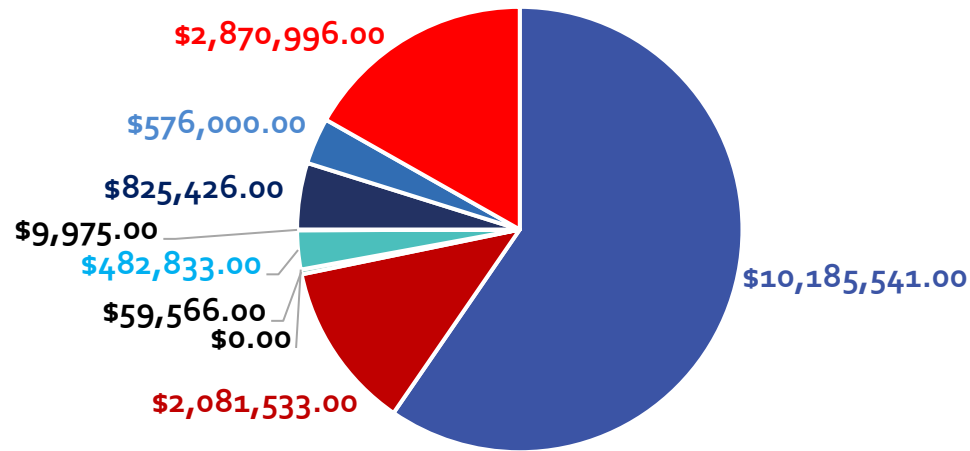


### Fiscal Annual Unaudited Report Revenues



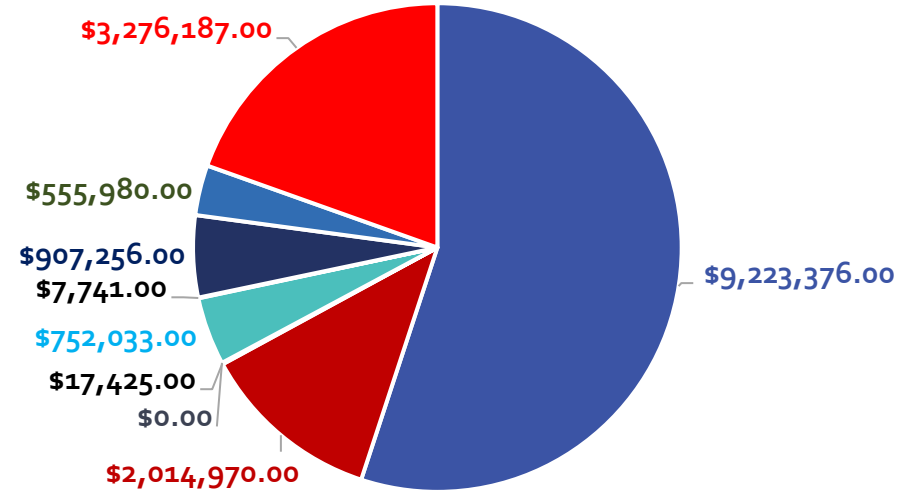
# Fiscal

**Agency-wide Financial Breakdown - Proposed Budget**  
**Feb. 2025-Jan. 2026 - \$17,091,870**



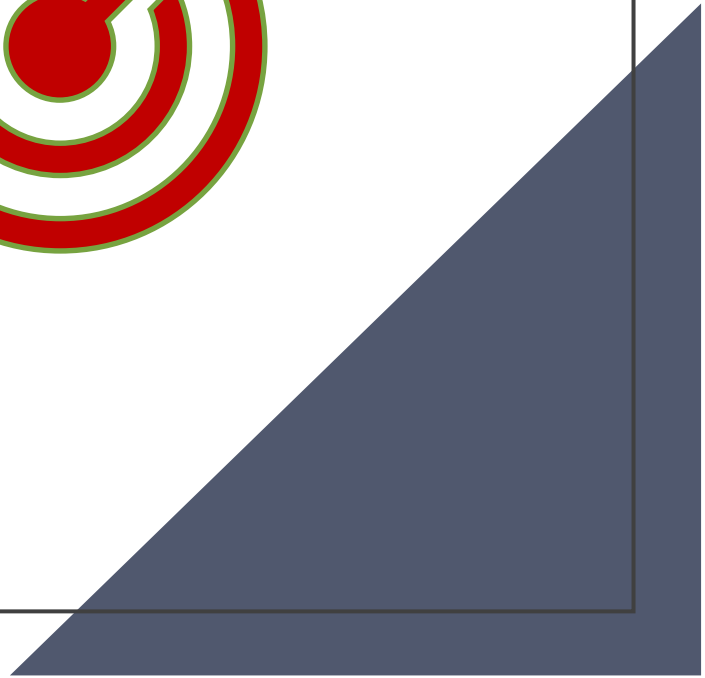
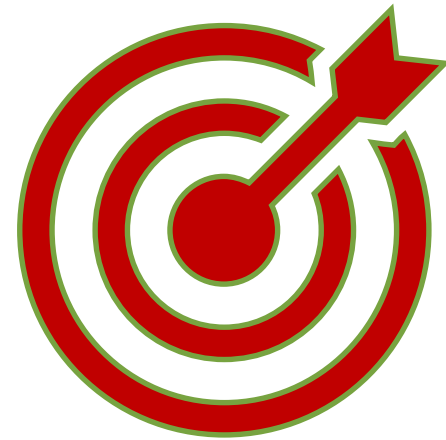
- Personnel
- Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual
- Food Expense
- Day Care Home Provider
- Other

**Fiscal Annual Unaudited Report Fiscal Year**  
**February 1, 2024 thru January 31, 2025 Expenditures - \$16,754,968**



- Personnel
- Fringe Benefits
- Travel
- Equipment
- Supplies
- Contractual
- Food Expense
- Day Care Home Provider
- Other

“I’m a success, and I know why  
my motto is to try, try, try  
to do and be my very best  
That is why, I’m a success!” –  
Dr. Sharon Small





Thank you for your support!

## Contact Us

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# ANNUAL REPORT

PARENT/CHILD INCORPORATED (PCI)  
OF SAN ANTONIO & BEXAR COUNTY

February 18, 2025



PRESENTATION PRESENTER:

**Dr. Sharon Small**

Chief Executive Officer/HS/EHS

Director, MEd, MA, PhD



*"Growing San Antonio's Tomorrow...Today!"*