



# ANNUAL REPORT

INFORMATION IN THIS REPORT IS DESIGNED TO FUFILL REQUIREMENTS  
OF HEAD START FEDERAL LAW REPORTED TO THE PUBLIC.

## 2024 - 2025



L.B.J.&C. HEAD START  
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AN EQUAL OPPORTUNITY AGENCY

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# *A MESSAGE FROM THE DIRECTOR*

## **Penny Meadows**

HEAD START DIRECTOR

As we reflect on the 2024–2025 program year, I am filled with gratitude and pride for all that we have accomplished together. This annual report is more than a collection of data and compliance measures—it tells the story of the children, families, and communities we serve across twelve counties in the Upper Cumberland.

Every number in this report represents a story: a child with a disability finding their voice, a parent finding employment, a family finding housing after months of uncertainty, or a teacher helping a shy child build confidence. These moments don't always show up in charts and graphs, but they are the heart of who we are at L.B.J. & C. Head Start.



We know the challenges in our area are real. Families continue to navigate high poverty, rising inflation, and financial strain that forces families to make hard choices no parent should have to face. Yet, every day, I see resilience—in parents volunteering in the classroom, in fathers joining family engagement activities, and in staff who go above and beyond to ensure every child is seen, heard, and supported.

I want to thank our Policy Council and Board of Directors for their strong leadership, and most of all, I want to thank our families for walking this journey with us. You are our true partners in helping children get ready not only for kindergarten, but for a lifetime of success.

Together, we are making a difference, and together, we are building a brighter future for our children.

With gratitude,

*Penny Meadows*

# *Thank You* To Our Leaders and Partners

At L.B.J. & C. Head Start, we know that it takes a community to prepare children for school and for life. Our work would not be possible without the guidance of our Board of Directors and Policy Council, who bring together the voices of parents, professionals, and community members to ensure that every decision keeps children and families at the center.

Your leadership and dedication are the backbone of our program. You help us stay accountable, forward-thinking, and grounded in the needs of the twelve counties we serve. Most importantly, you remind us that strong programs are built on strong partnerships.



## **Policy Council Members:**

Rhonda Delk, Chairperson  
Lisa Hernandez, Vice Chairperson  
Tori Davis, Secretary  
Tifinee Roach  
Shannon Pollard  
Courtney Gravins  
Shania Swiggart  
Lexi Lawson  
Sarah Morgan  
Kyndel Neely  
Destiny Lockett  
Victoria Wood  
Alecia Hicks  
Jennifer McKee  
Nichole Bott  
Rhonda Bartlett

## **Board Members:**

Don Alexander, Chairperson  
Larry Harkleroad, Vice Chairperson  
Sheila Moon, Secretary  
Ken Taylor, Parliamentarian  
Anita Latham  
Inez Nunley  
Pam Sadler  
Louise Owen  
Margena Maffett  
Rhonda Delk  
Dow Harris  
Joyce Bullock  
Stephanie Nolan  
Harvey Stowers





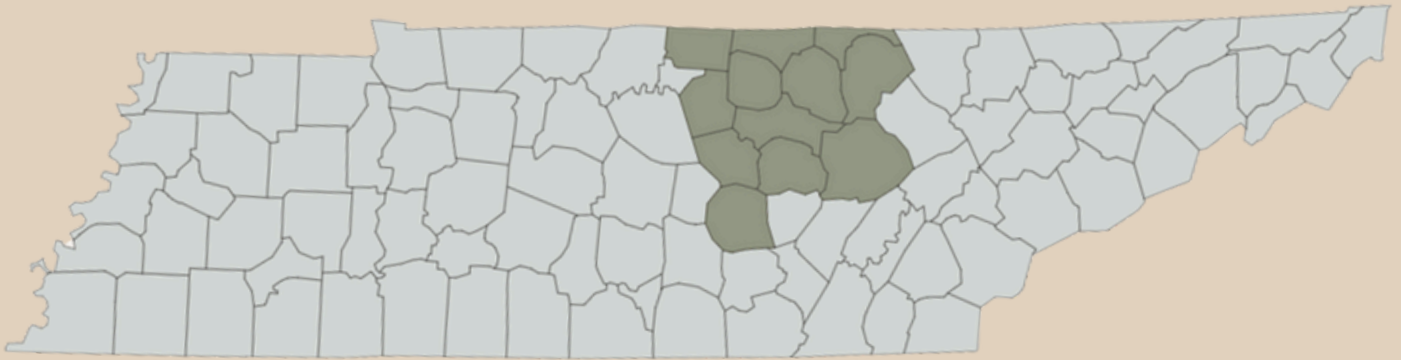
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# *ABOUT L.B.J.&C. HEAD START*

L.B.J.&C. Head Start, named after the county seats of Livingston, Byrdstown, Jamestown, and Cookeville, began in 1965 as a summer program and expanded to a full-day, year-round program in 1966. Funded by the Office of Head Start with 20% local match support, we partner with families and communities to prepare children for school. At least 10% of enrolled children have disabilities. The program operates five days a week, 8:00 a.m. to 2:30 p.m., serving low-income families identified through our Community Assessment.



## *WHO WE SERVE & FUNDED ENROLLMENT*

### **Clay**

- Celina: 16

### **Cumberland**

- Crossville: 96
- HAFH: 32
- Pinewood: 32

### **Dekalb**

- Smithville: 64

### **Fentress**

- Jamestown: 48
- Clarkrange: 16

### **Jackson**

- Gainesboro: 16
- Shiloh: 16

### **Macon**

- Lafayette: 80
- Red Boiling Springs: 32

### **Overton**

- Livingston: 64

### **Pickett**

- Byrdstown: 16

### **Putnam**

- Algood: 80
- South Cookeville: 48
- Monterey: 48

### **Smith**

- Smith County: 48

### **Warren**

- Brookside: 32
- Midway: 32

### **White**

- Sparta: 48
- Bondecroft: 16

## Vision

L.B.J.& C. Head Start's vision is to be a model program by collaborating internally and partnering externally with the community to measurably improve the school readiness skills of children that will strengthen our families and communities.

## Mission

L.B.J.&C. Head Start's mission is to partner with the family and community to help children and families prepare for school.



# PROGRAM GOALS

## 01

L.B.J.& C. Head Start will expand their scope of services to include serving low-income pregnant women, infants and toddlers by offering Early Head Start in communities that have the greatest need.

## 02

L.B.J. & C. Head Start will develop and implement a comprehensive Trauma-Informed Care plan to address and decrease the traumatic experiences of young children while developing resilience through positive support and intervention.

## 03

L.B.J. & C. will support children's development and learning by promoting high- quality, effective teacher/child interactions in the classroom.

→	Funded Enrollment	880
→	Counties Served	12
→	Head Start Classrooms	55
→	Teaching Staff	110
→	Overall Staff	202
→	Center Locations	21

# *SCHOOL READINESS*

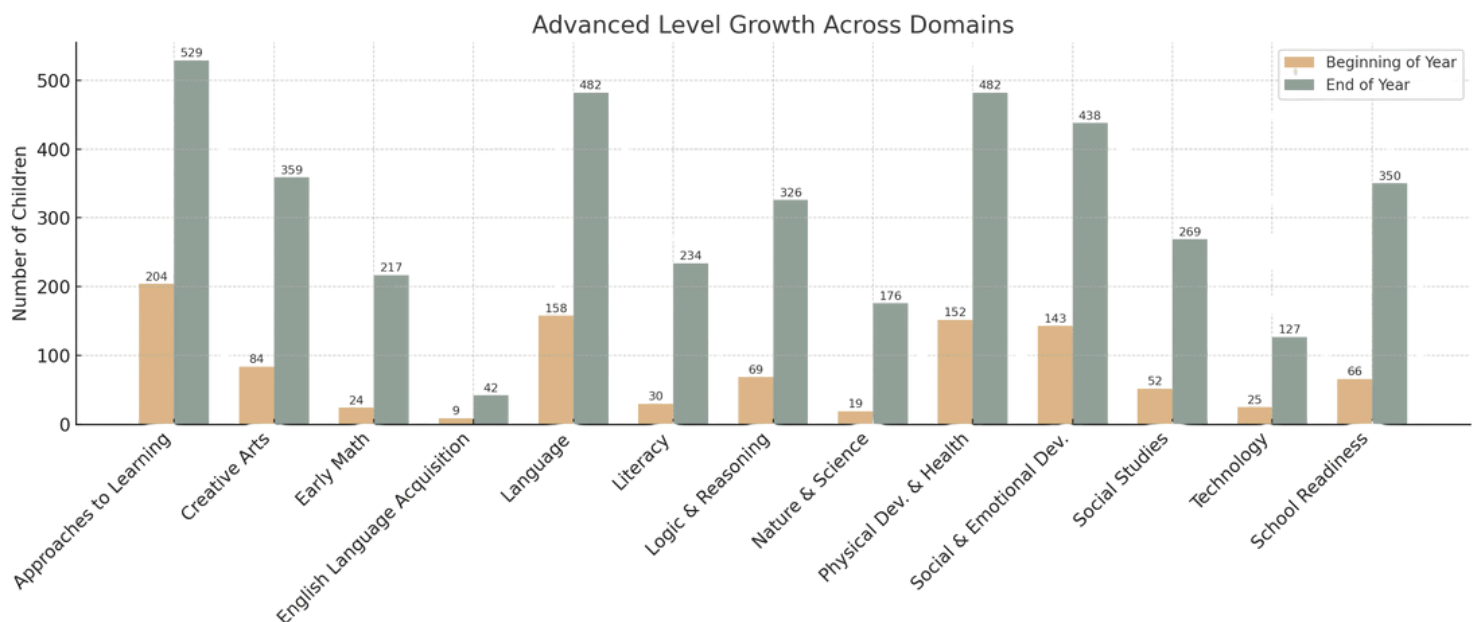
L.B.J.&C. Head Start prepares children for kindergarten by implementing the Head Start Early Learning Outcomes Framework Domains.

- Approaches to Learning
- Social and Emotional Development
- Cognition
- Language and Literacy
- Perceptual, Motor, and Physical Development

## A Year of Progress: Child Outcomes/School Readiness

The chart below indicates that the children could accomplish 20-30 items in the Advanced Level on our assessment scale at the beginning of the year versus the total amount at end of year.

 BEGINNING OF YEAR  END OF YEAR







# *COMMUNITY ASSESSMENT*

## **Summary of Findings**

### **IDENTIFIED NEEDS**

#### **01 ECONOMIC NEEDS & FAMILY SUPPORT**

Many families live at or below the federal poverty level. Supports include healthy marriage and fatherhood programs, services for kinship/relative caregivers, employment, and assistance for families experiencing homelessness.

#### **02 EDUCATION & SCHOOL READINESS**

Gaps remain in kindergarten readiness skills, particularly in literacy, math, and social-emotional development. Families express interest in adult education, job training, and GED completion.

#### **03 HEALTH, NUTRITION, & WELLNESS**

Limited access to dental, vision, mental health, and nutrition services remains a challenge. Families report rising needs for mental health supports for both children and adults, as well as greater access to healthy food options.

#### **04 SAFETY & FAMILY WELL-BEING**

Cases of child abuse and neglect, along with challenges related to substance abuse, highlight the need for supportive interventions and prevention services. Healthy marriage and fatherhood supports  
Support for kinship/relative caregivers

#### **05 DISABILITY SERVICES**

The need for early identification and expanded services for children with disabilities and developmental delays continues to increase across the service area.

#### **06 COMMUNITY STRENGTHS**

Strong partnerships with local schools, health providers, and social service agencies provide a foundation for coordinated services. Parent involvement and community engagement remain key strengths of the program.

**BASED ON CHILD POPULATION DATA AND POVERTY RATES,  
1,496 ELIGIBLE CHILDREN AGES 3-5 IN OUR SERVICE AREA  
WOULD BENEFIT FROM HEAD START SERVICES.**



## Determinations

- The Program will continue to link families to existing childcare centers as needed.
- The Program has an established partnership with a childcare center in Cumberland County and will continue this joint venture.
- The program will explore other options and provide additional services as funding becomes available.

### Program Option Standard Head Start - Full-Day

OPERATE A MINIMUM OF 1,020 ANNUAL HOURS  
OVER EIGHT MONTHS PER YEAR AND FOR 160 DAYS

→	ENROLLMENT	<b>816</b>
→	COUNTIES SERVED	<b>12</b>
→	CENTER LOCATIONS	<b>19</b>
→	DAILY HOURS	<b>6.5</b>
→	HEAD START CLASSROOMS	<b>51</b>

### PARTNER CHILDCARE CENTER PROGRAM OPTION STANDARD HEAD START FULL-DAY - FULL YEAR

OPERATE A MINIMUM OF 1,720 ANNUAL  
HOURS OVER 12 MONTHS PER YEAR.

→	ENROLLMENT	<b>64</b>
→	COUNTIES SERVED - CUMBERLAND	<b>1</b>
→	CENTER LOCATIONS	<b>2</b>
→	DAILY HOURS	<b>8</b>
→	HEAD START CLASSROOMS	<b>4</b>





# ENROLLMENT DATA

Funded Enrollment	880
Avg. Monthly Enrollment	100%
Total Children Served	1066

## Ages Served



2 years old	99
3 years old	560
4 years old	407

## Participation Years



1st year	99
2nd year	560
3rd year	407

## Eligibility



Eligible	31%
Foster	6%
Homeless	7%
Public Assistance	50%
101-130% Over Income	1%
130% Above Over Income	4%



# ❖ CHILD HEALTH & WELL-BEING

## 01 HEALTHCARE

Health Insurance	99%
An On-Going source of continuous healthcare	100%
Up-to-date on preventative and primary health care	94%

## 02 DENTAL

Received preventative dental care during the year	85%
Professional dental examination during the year	85%

## 03 IMMUNIZATIONS

Up-to-date age-appropriate immunizations	93%
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# ❖ IDEA



## 01 IEP

Children with an IEP	13%
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## 02 DIAGNOSED DISABILITY

Speech or Language Impairment	105
Autism	7
Non-Categorical / Developmental Delay	28

# ❖ *TRANSITION*

## Family Transition Planning

Helped families create plans for themselves and their children. Provided information, training, and connections to future early care and education settings.

## Ongoing Family Engagement

Offered opportunities for families to discuss their child's strengths and challenges before entering Kindergarten. Conducted a spring parent meeting at each center with Kindergarten teachers as guest speakers.

## Kindergarten Visits & Registration Support

Staff assisted families with scheduling Kindergarten visits and completing registration at their child's future school.

## Collaboration & Resources

The ERSEA/Transition Specialist worked with each county's Federal Projects Manager or Title I Supervisor to create transition booklets for families.

## Disability Support

The Disability Specialist provided individualized transition services for children with an IEP and collaborated closely with Local Education Agencies (LEAs) to ensure a smooth and effective transition for children with disabilities and their families.



330

Head Start Children  
Transitioned to  
Kindergarten

# ❖ *PARENT INVOLVEMENT ACTIVITIES*

## PARENT MEETINGS

Conducted Monthly at each location to discuss a set topic each month.

**7,125 Total Participants**

## HEALTHY MARRIAGES

Education and event held to promote positive relationships.

**1,076 Total Participants**

## FAMILY MEALS

Scheduled meals events (Father, Mother, grandparent, family, sweetheart, etc.)

**6,208 Total Participants**

## ACTIVE PARENTING

Active Parenting is our Parent Education Curriculum.

**1,526 Total Participants**

## FAMILY LITERACY

Activities that are sent home throughout the year.

**6,359**

**Father Role Read**

**6,554**

**Traveling Book Bag**

# ❖ *FAMILY ENGAGEMENT & VOLUNTEERS*

## FAMILY SERVICES



# families served	968
Two-Parent Families	399
One-Parent Families	569

## HOMESLESSNESS & FOSTER CARE



# Homeless	73
# Acquired Housing	41
# Foster care	70

## FATHER ENGAGEMENT



Involved in child's Head Start experiences	481
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## VOLUNTEERS



Total of volunteers	4,361
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# AUDIT REPORT

FY 2024-2025  
TOTAL FUNDS  
\$13,403,961

Funds received were used to provide comprehensive early childhood development services for 1,066 children and support to their families.

## Funding Summary By Source

01 Office of Head Start  
\$11,935,786

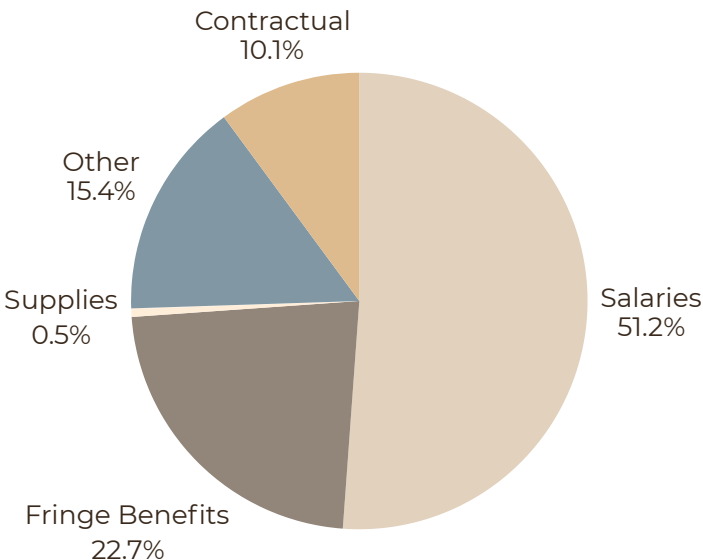
02 CACFP  
\$807,929

03 Donations / Grants  
\$660,246

04 Non-Federal Share  
\$2,916,086

## Financial Statement

SALARIES	51.2%
FRINGE	22.7%
SUPPLIES	0.5%
TRAVEL	0.1 %
OTHER	15.4%
CONTRACTUAL	10.1%



2025-2026 proposed budget federal funds \$11,935,786



# *A YEAR IN REVIEW*

## Audits & Reviews

### Fiscal Audit

In June 2025, LBJ&C Head Start completed its annual fiscal audit, conducted by an external auditor. The audit was issued with no findings.

- FINANCIAL STATEMENTS:
  - No findings reported under Government Auditing Standards.
- FEDERAL AWARDS:
  - No findings reported.
- COMPLIANCE:
  - The program met 100% of all compliance measures.

**ALL FISCAL DOCUMENTS ARE AVAILABLE FOR PUBLIC INSPECTION.**

### Focus Area 1 Review

In February 2025, the Administration for Children and Families (ACF) conducted a Focus Area 1 Monitoring Review on LBJ&C Head Start which evaluated the program's performance and compliance with Head Start Program Performance Standards (HSPPS), Public Law 110-134, Improving Head Start for School Readiness Act of 2007, and other applicable regulations.

**THE PROGRAM MET COMPLIANCE MEASURES; HOWEVER, AN AREA OF CONCERN WAS NOTATED.**

- IMPROVE EFFORTS TO OBTAIN ORAL HEALTH DETERMINATIONS FROM A HEALTH CARE PROFESSIONAL FOR ALL CHILDREN.



**L.B.J. & C. HEAD START®**  
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