



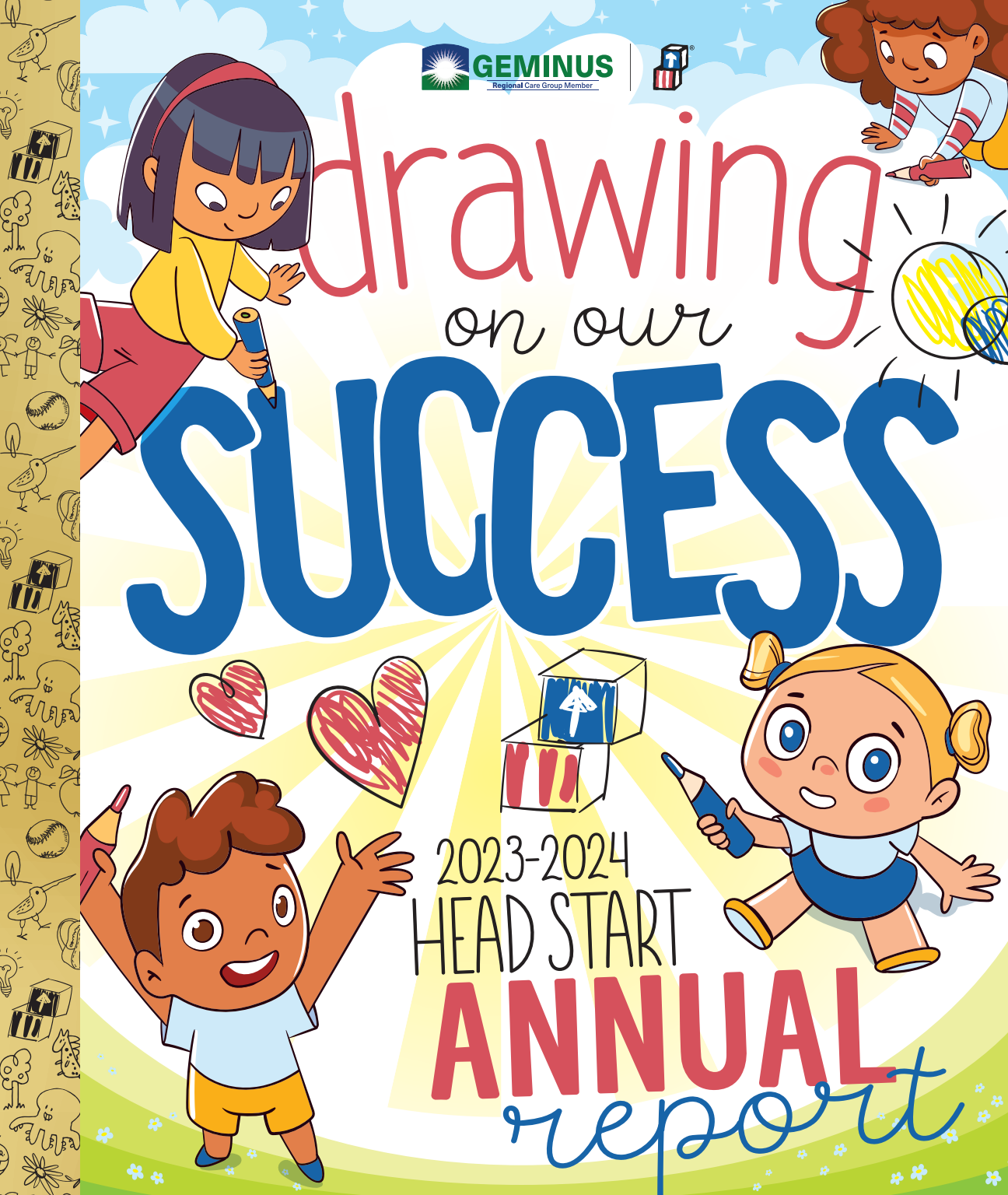
**GEMINUS**  
Regional Care Group Member



# drawing on our SUCCESS

2023-2024  
HEAD START

**ANNUAL**  
*report*





## OUR MISSION

Geminus Head Start is the Northwest Indiana leader in early childhood education, impacting the lives of young children and their families. We anchor ourselves in the community, providing health, education, and family services through collaboration, comprehensive services, resources, and support, resulting in greater opportunities for personal growth and community connection.

## & OUR VISION

Geminus Head Start inspires, empowers, and ignites children, families, and the community to reach their full potential.

### LEARN MORE

219.757.1800

[geminus.care/head-start](https://geminus.care/head-start)

This Annual Report is accessible in multiple formats to ensure broad community availability. Hard copies are available at each Geminus Head Start/Early Head Start location and at the Geminus corporate office. An electronic version of the report can be accessed on our website at [www.geminus.care](https://www.geminus.care).

FROM THE DESK OF

Brandy Jania



### *Our Journey Together: A Message From the Deputy Director*

*This year, we made a conscious effort to streamline our focus as a unified Head Start family. The strength of our work lies in our ability to align our visions and move in the same direction. Reflecting on the year's theme, "Moving Forward Together," we embrace the spirit of collaboration and unity that defines Geminus Head Start. With a diverse team of 190 dedicated staff members across Lake and Porter counties, we are committed to this shared journey.*

*To foster open communication, Head Start staff participated in focus groups and touchpoints that created safe spaces for idea sharing. These discussions evolved into impactful program planning groups, allowing us to not only address challenges but also explore innovative solutions to elevate our program.*

*One of our most significant accomplishments this year was the collaborative creation of our new 5-year Strategic Plan. This inclusive approach ensured that every role was represented in the planning process. Together, we shared ideas, reviewed community data, envisioned our program's future, and outlined the steps to achieve our common goals. It was inspiring to witness every Head Start staff member actively contribute to this plan during our annual pre-service session, reinforcing the idea that together, we can dream bigger and create a stronger impact on the communities we serve.*

*As we continue to move forward, let's keep this spirit of unity and collaboration at the forefront of our work. Together, we can make a lasting difference in the lives of families and communities, one step at a time.*

*With heartfelt gratitude and enthusiasm,  
Brandy Jania*



# did you **KNOW?**

Geminus has been a leader in early childhood education and family services in Northwest Indiana since receiving the Head Start grant in 1997.

## **WE OPERATE THE LARGEST HEAD START PROGRAM IN INDIANA,**

serving Lake and Porter Counties, which are home to over **675,000 residents** and nearly **46,000 children ages 0-5**. Our program is funded for a total enrollment of 1,364, which includes **1,016 children in Head Start** and **148 participants in Early Head Start**, comprising **118 infants and toddlers** and **30 pregnant women**.

During the 2023-24 program year, Geminus provided Head Start and Early Head Start services across **27 locations in Lake and Porter Counties**, along with Early Head Start-Child Care Partnership Program services in 13 Lake County locations. Our home-based services also support children and pregnant women.







## A VISIT FROM THE OFFICE OF HEAD START **DIRECTOR KHARI GARVIN**

On July 29, 2024, Director Khari Garvin, director of the Office of Head Start at the Administration for Children and Families within the U.S. Department of Health and Human Services, visited the Geminus Head Start and Early Head Start program in Northwest Indiana. During his visit, he engaged with leadership, staff, parents, board members, and community partners, witnessing firsthand the program's dedication to advancing staff credentialing and establishing an efficient enrollment process. Garvin praised the critical work Geminus is doing for the local community, recognizing its essential role in fostering positive growth and development for young children and their families in the region.

Mark  
ning Academy



# PLANTING SEEDS in PORTER COUNTY



Geminus Head Start proudly celebrated the opening of the new Porter County Early Learning Academy in Valparaiso with a ribbon-cutting ceremony. Families, community members, and staff gathered for a day of tours and discussions, showcasing Geminus' programs that nurture early childhood education and family support in Porter County. Dr. Karen Carradine, Vice President of Early Childhood Services at Geminus, and Bill Trowbridge, CEO of Regional Care Group, shared the inspiring journey that made this center possible, overcoming the challenges of the pandemic to create a dedicated space for children and families in Porter County.

Dr. Carradine extended heartfelt thanks to everyone who championed this vision—especially the Office of Head Start, local leaders, and the Indiana Head Start Association. Trowbridge emphasized the lasting impact of early learning, empowering children with skills that support lifelong success. This new facility, the first of its kind in Porter County, offers prenatal support services, parenting resources, and nurturing care for children from birth to age five. Porter County Early Learning Academy stands as a testament to Geminus' commitment to strengthening families and building a resilient community.





During the 2024 Geminus Head Start & Early Head Start Appreciation Luncheon, a total of 38 parents and 15 staff were recognized for their outstanding efforts.

Geminus, Delegate, and Childcare Care Partnership parents, nominated by their site families, were honored during the luncheon. Each received a personal video message, trophy, and certificate.

Staff being honored received a certificate and personalized Shooting Star, reflecting the heartfelt message written about them.

**38 parents were recognized for their commitment, support, kindness, hard work, and other achievements throughout the program year.**

**15 staff members, representing each role in the program and nominated by their co-workers, were recognized.**



# EDUCATION

At Geminus, we encourage children to explore and discover their own interests and engage in active learning through cooperative play. This approach involves teamwork, collaborative projects, and problem-solving, which nurtures resilience and curiosity.

## INDIVIDUALIZED INSTRUCTION

We individualize instruction Adapting lessons to fit each child's needs.

**Ongoing Assessments** Using data to shape teaching and support families

**Data-Driven Goals** Setting clear targets for each child's progress

**Guided Reading and Modeled Writing** Providing structured literacy lessons

**Hands-On Mathematics** Teaching math through fun, interactive activities

**Small Group Activities** Offering personalized learning by grouping similar learners

**STEAM Integration** Involving children in Science, Technology, Engineering, Arts, and Math through hands-on projects

This year, we partnered with local school districts, First Steps, and the Northwest Indiana Special Education Cooperative to train our staff on supporting children's transitions to kindergarten, including those needing disability services.

Conscious Discipline® remains a core part of our program. This approach equips staff to better support children dealing with stress, anxiety, or trauma that can impact behavior. With ongoing training and coaching, our team is seeing a positive shift in classroom interactions, helping create a more caring, resilient environment that nurtures children's social and emotional growth.





# ERSEA

This year, we centralized our Enrollment, Recruitment, Selection, Eligibility, and Attendance (ERSEA) processes into one team. Now, enrollment is managed by a single department, streamlining the process and providing families easier access to available openings across all locations, regardless of where they live. This approach also facilitated smoother transitions for children moving from Early Head Start to Head Start, allowing for more timely placements and minimizing disruptions to service delivery and continuity of care.

Our dedicated ERSEA team simplified operations and reduced delays by standardizing procedures and dividing tasks. ERSEA Coordinators managed enrollment and recruitment activities, while ERSEA specialists focused on applications and data entry to maintain accuracy. Regular reviews by the ERSEA Manager and Coordinators provided an additional layer of quality assurance and ensured that eligible children most in need of Head Start services, as well as those with specific circumstances like disabilities or kinship care, are prioritized for enrollment. This centralized approach has boosted efficiency, accountability, and resource management.

# FAMILY SERVICES

During the 2023-2024 program year, the Family Services team effectively balanced virtual and in-person opportunities for families. Geminus Head Start offered a variety of virtual monthly parent education sessions, including Financial Empowerment workshops with Centier Bank and Parent Universities led by community professionals. On average, 262 parents participated in these educational sessions each month.

Additionally, all Geminus Head Start sites reintroduced in-person School Family Connections, including Parent Committee meetings and family engagement activities directly tied to the classroom curriculum. On average, 109 families attended monthly gatherings.





# PROFESSIONAL *development*

In 2023, Geminus formed a Professional Development Team aimed at enhancing staff recruitment, retention, and growth. The team conducted a thorough analysis of existing processes to identify areas for improvement, particularly in onboarding and individualized training. As part of this initiative, Geminus implemented a new learning management system to better track and support staff training and professional development.

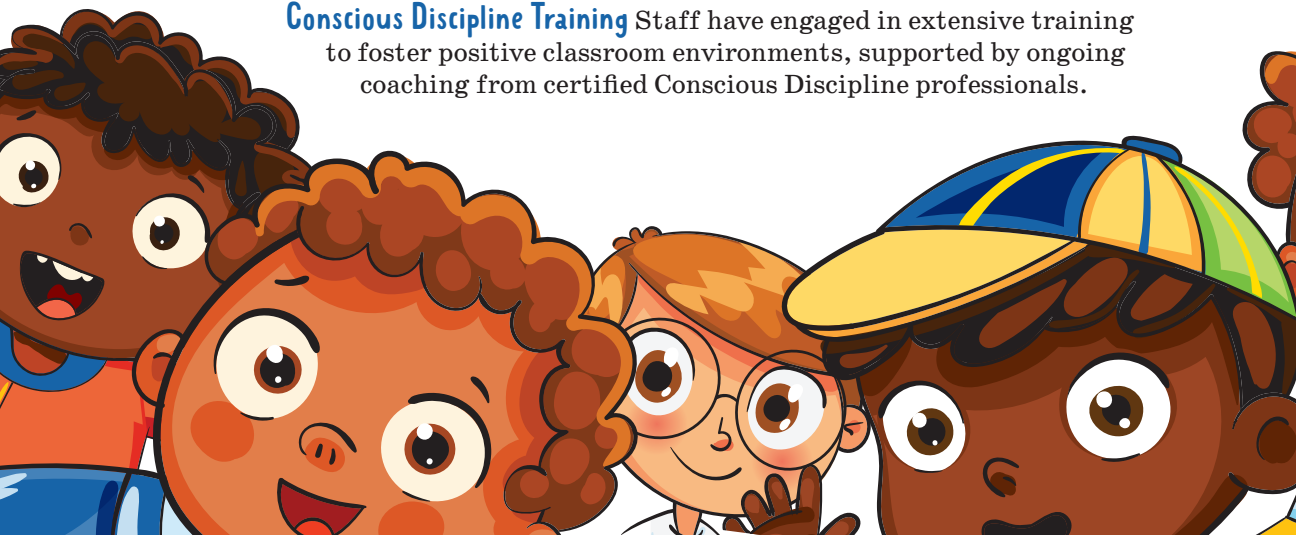
At Geminus Head Start, we are committed to developing our highly qualified instructional staff through a range of professional development opportunities. We provide both formal training, such as classes and certifications, and individual coaching to help staff reflect on their skills and apply their strengths effectively. Key opportunities include:

**T.E.A.C.H. Early Childhood® Indiana** Over the past two years, this scholarship program has helped 10 staff members earn their Child Development Associate credential, while 1 pursued an associate's degree, 14 a bachelor's, and 15 a master's degree.

**CDA with CLASS®** Since 2022, 52 staff members enrolled in this credential program, enhancing their understanding of early childhood development and best practices.

**Coaching Support** Our eight trained coaches provide individualized guidance to instructional staff, focusing on effective curricula and teaching strategies, and ensuring high-quality classroom practices.

**Conscious Discipline Training** Staff have engaged in extensive training to foster positive classroom environments, supported by ongoing coaching from certified Conscious Discipline professionals.



# QUALITY *assurance*

At Geminus Head Start, we are committed to compliance and continuous improvement through data-driven decisions and efficient processes. Our goal is to maintain high standards with regular monitoring and evaluations. In spring 2023, we created a dedicated Quality Assurance team, which allows us to better manage our program's quality.

Our Program Monitors are cross-trained in all program areas, including Education, Family Services, and Health. This cross-training approach is highly beneficial as it allows Monitors to have a comprehensive understanding of the entire program, fostering a holistic view of quality and compliance. It also enhances collaboration among different program areas, ensuring consistent and thorough monitoring across the board.



# HEALTH *highlights*



## Health & Enrollment Fairs

Since 2014, Geminus has organized Health and Enrollment Fairs in Lake and Porter Counties to provide enrollment and health services for families. These fairs succeed through strong community partnerships addressing local health needs.

## COMMUNITY PARTNERSHIPS *The Heart That Smiles*

Since 2016, we have partnered with The Heart That Smiles Mobile Dentists to offer on-site dental services for enrolled children twice a year. This program has served over 1,000 families, providing preventive exams for 292 children at 22 sites this year.



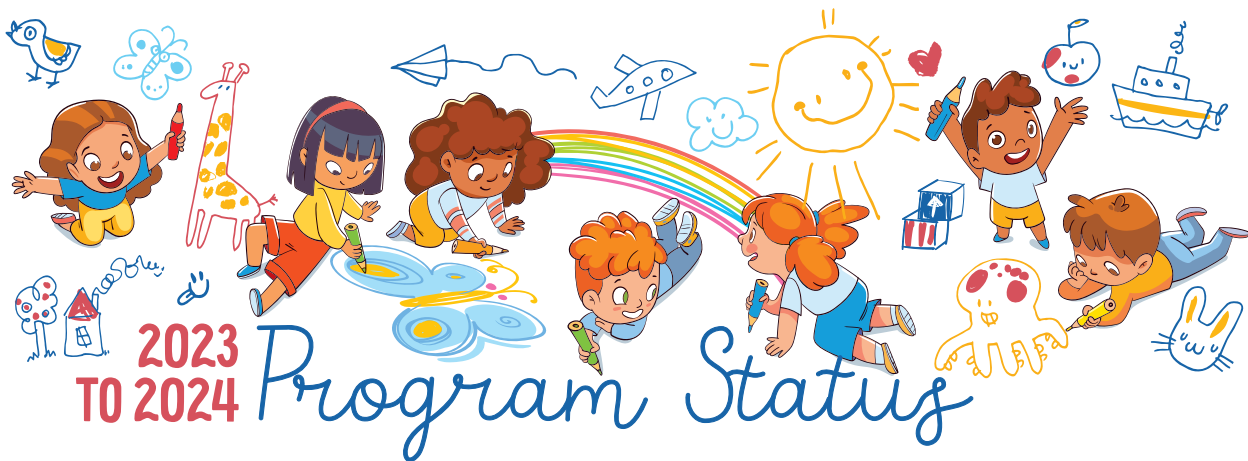
## Regional Health Systems

Each year, Geminus collaborates with Regional Health Systems to provide health services, education, and insurance support to families. Their mobile health unit offers on-site services, including vaccinations, dental care, physical exams, lead screenings, and hearing and vision tests.

## Lake & Porter County Health Departments

Geminus has partnered with the Lake County Health Department to address community health needs. This collaboration includes participation in the Lake County Health and Enrollment Fair, providing lead screenings and vaccinations for children. Data shows that Lake County ranks 92nd among Indiana counties for vaccinations in children under 3. The initiative aims to educate parents and staff to improve these rates. Similarly, Geminus has established a partnership with the Porter County Health Department, with goals aligned to those in Lake County.





**2023  
TO 2024**

# Program Status

CATEGORY	Funded Enrollment Number	Average Monthly Enrollment %	Average Monthly Attendance %	Total Number of Children Served	Total Families Served	Percentage of Eligible Children Served
Head Start	1016	98%	83%	1186	1096	87%
Early Head Start	148	94%	80%	232**	197	88%**
EHS-Child Care Partnership	200	99%	84%	317	274	85%

\*Primary reasons for absences included illness, family reasons, and transportation issues.

\*\*Early Head Start is funded to serve 118 infants and toddlers and 30 pregnant women. 169 children and 63 pregnant women were served during the program year.

CATEGORY	Received Physical Exam	Received Dental Exam	With Medical Home	With Dental Home	With Health Insurance
Head Start	89%	67%	100%	96%	98%
Early Head Start	96%	53%	99%	75%	99%
EHS-Child Care Partnership	85%	41%	99%	72%	94%

## FAMILY & COMMUNITY Engagement

	Head Start	Early Head Start	EHS-Child Care Partnership
Families Participating in Family Engagement Services*	388	81	83
Fathers Participating in Family Engagement Services	569	149	48
Families Who Received Family Service Referrals**	98%	98%	96%

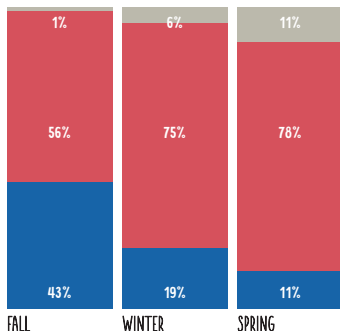
\*Monthly average of families who participated in family engagement activities

\*\*Referral services include (but are not limited to) emergency crisis interventions, adult education, etc.

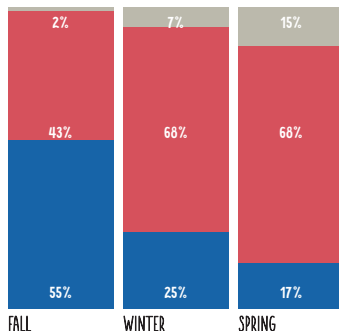


# HEAD START

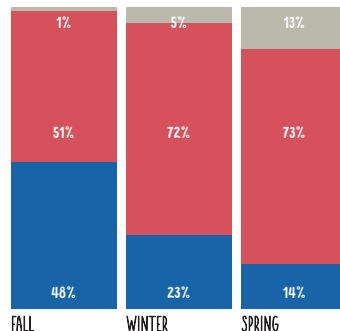
## school readiness outcomes



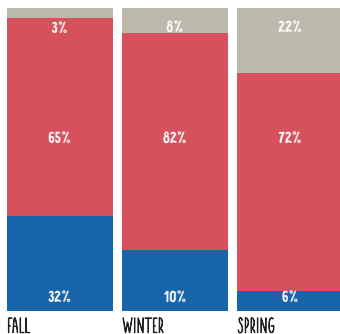
**APPROACHES TO LEARNING** 31%



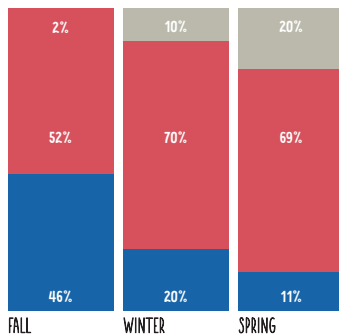
**COGNITION & MATHEMATICS** 38%



**LANGUAGE & LITERACY** 34%



**PERCEPTUAL, MOTOR & PHYSICAL DEVELOPMENT** 26%



**SOCIAL-EMOTIONAL DEVELOPMENT** 30%

### STUDENTS BY AGE GROUP

3 years olds .....	425
4 years olds .....	541
<b>TOTAL CHILDREN .....</b>	<b>966</b>

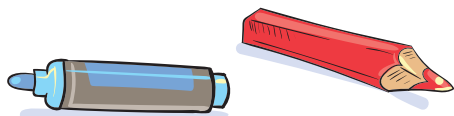
### BREAKDOWN BY OTHER CATEGORIES

Returning Students ...	416
IEP .....	71
IFSP.....	3
DLL .....	73

\*Percentage growth in meeting/exceeding expectations, fall vs. spring

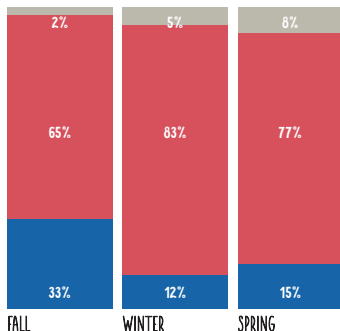
### LEGEND

- Exceeds
- Met
- Below

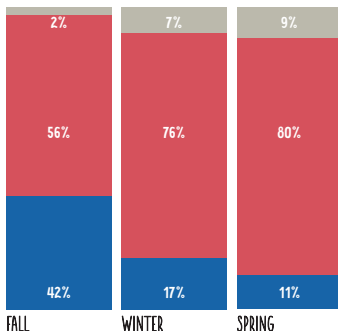


# EARLY HEAD START

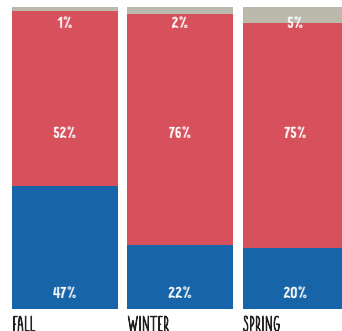
## *school readiness outcomes*



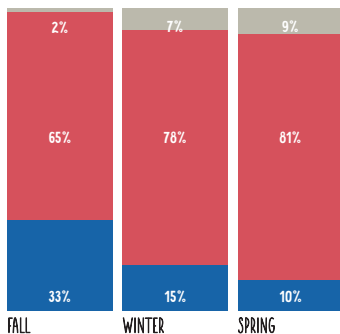
**APPROACHES TO LEARNING** 18%



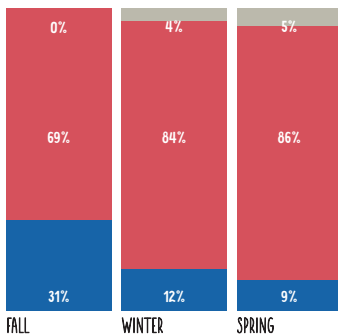
**COGNITION & MATHEMATICS** 31%



**LANGUAGE & LITERACY** 27%



**PERCEPTUAL, MOTOR & PHYSICAL DEVELOPMENT** 23%



**SOCIAL-EMOTIONAL DEVELOPMENT** 22%

### STUDENTS BY AGE GROUP

Birth to 1 year .....	5
1-2 years old .....	31
2-3 years old .....	65
<b>TOTAL CHILDREN .....</b>	<b>101</b>

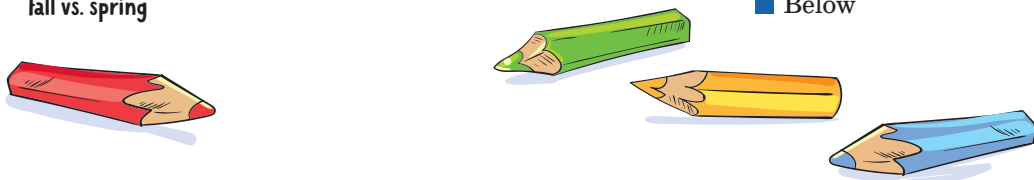
### BREAKDOWN BY OTHER CATEGORIES

Returning Students .....	21
IFSP .....	13
DLL .....	14

### LEGEND

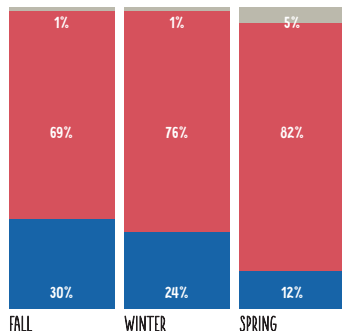
- Exceeds
- Met
- Below

\*Percentage growth in meeting/exceeding expectations, fall vs. spring

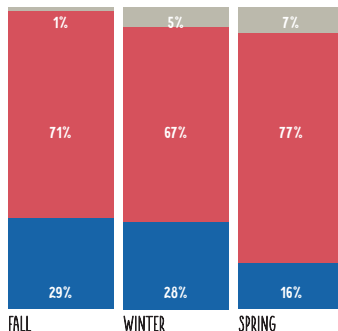


# EARLY HEAD START CHILD CARE PARTNERSHIPS

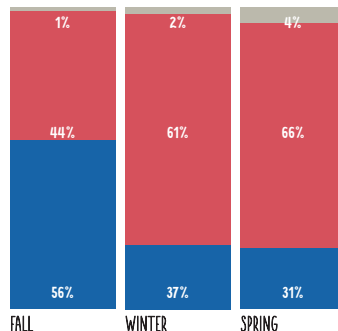
## *school readiness outcomes*



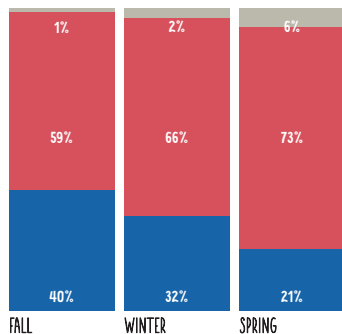
**APPROACHES TO  
LEARNING 17%**



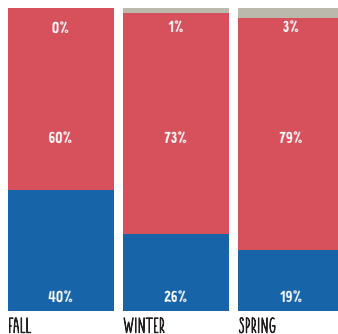
**COGNITION &  
MATHEMATICS 12%**



**LANGUAGE &  
LITERACY 25%**



**PERCEPTUAL,  
MOTOR & PHYSICAL  
DEVELOPMENT 18%**



**SOCIAL-EMOTIONAL  
DEVELOPMENT 22%**

### STUDENTS BY AGE GROUP

Birth to 1 year .....	18
1-2 years old .....	54
2-3 years old .....	105
<b>TOTAL CHILDREN .....</b>	<b>177</b>

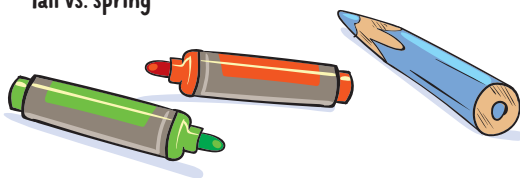
### BREAKDOWN BY OTHER CATEGORIES

Returning Students ..	82
IFSP .....	10
DLL .....	5

\*Percentage growth in meeting/exceeding expectations,  
fall vs. spring

### LEGEND

- Exceeds
- Met
- Below





# *executive summary of* **SELF-ASSESSMENT & IMPROVEMENT** *plans*

For the 2023–2024 program year, Geminus Head Start undertook a comprehensive Self-Assessment process to evaluate program strengths, identify areas for improvement, and develop actionable strategies across key service areas.

In collaboration with staff, leadership, parents, and community stakeholders, the assessment reviewed performance in enrollment, family engagement, health, education, and overall organizational success. These insights guided the creation of targeted improvement plans for each area, ensuring compliance with Head Start Performance Standards (HSPPS) and advancing our mission to support children and families. Overall, the 2023–2024 Self-Assessment highlights significant progress in critical program areas while identifying opportunities for growth. With a comprehensive monitoring approach led by the Quality Assurance Team, Geminus Head Start is positioned to continue meeting and exceeding HSPPS requirements. These targeted improvement plans support our mission of delivering high-quality services to children and families in Lake and Porter counties.

# ORGANIZATIONAL *success*

## Strengths and Progress

The restructuring of the Quality Assurance (QA) Team resulted in more efficient program monitoring, timely data collection, and improved interdepartmental coordination. This standardized monitoring approach supports compliance across all content areas and enables rapid, informed responses to emerging needs.

## Improvement Plan

The QA Team will build on these achievements by developing a comprehensive Quality Assurance Plan and implementing an electronic monitoring documentation system. Additionally, the team will work in close collaboration with the Professional Development department to respond to areas for correction or improvement identified through ongoing monitoring. This partnership will ensure that identified areas receive timely, targeted training support, strengthening program quality and consistency across all services.

# PROFESSIONAL *development*

## Strengths and Progress

This year, professional development focused on process analysis, improving data collection and reporting, and streamlining new hire orientation. Significant time went into researching methodologies and developing tools within the Vector platform to enhance training effectiveness. Geminus provided substantial training hours and educational support to deepen staff skills, though improvements are needed in follow-through and data collection to better assess outcomes. The professional development team remains committed to quality improvement by monitoring changes, gathering feedback, and analyzing results as the department grows.

## Improvement Plan

Revisions to our onboarding processes are underway to better support staff satisfaction and retention, creating a more cohesive and welcoming start for new team members. Additionally, targeted, individualized professional development will align with staff needs and interests, and enhanced tracking will measure impact, support retention, and promote teaching excellence.



# ERSEA *eligibility, recruitment, selection, enrollment, & attendance*

## **Strengths and Progress**

The creation of a centralized enrollment department has improved the efficiency of processing applications, ensuring timely access to services for eligible families. This streamlined approach has also enhanced accuracy in data entry and balanced workloads. The newly established ERSEA advisory committee played a key role in revising selection criteria and forms, ensuring that policies align with program goals and that ongoing improvements are made. The committee will continue to meet quarterly to support ongoing improvements.

## **Improvement Plan**

Moving forward, ERSEA recruitment strategies will expand to engage expectant families earlier in pregnancy, with additional staff training on effective enrollment management and community outreach. To further strengthen recruitment, formalize partnerships with local agencies will be established, including WIC, First Steps, foster care organizations, homeless shelters, social services, and high schools. Efforts will also focus on reducing absenteeism by identifying at-risk children and collaborating with Family Services to provide targeted support.

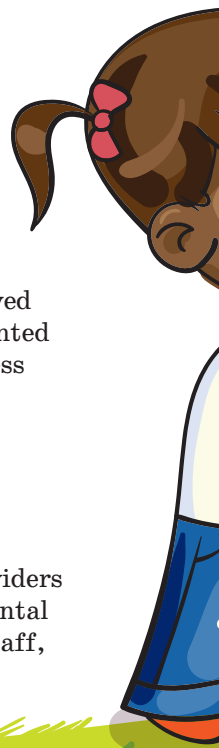
# HEALTH *& nutrition*

## **Strengths and Progress**

Health and safety have remained high priorities, with monthly inspections and regular training sessions contributing to safe environments and improved staff competency. To streamline health processes, Health Services implemented DocuSign for medication authorizations, reducing delays in service. Progress was also made in enhancing access to dental and oral health services, with partnerships formed to offer more dental screenings and preventive care to children, addressing a key need identified in previous assessments.

## **Improvement Plan**

In the coming year, the department plans to expand family nutrition education and further strengthen partnerships with local dental providers to increase access to dental screenings and services. Enhanced mental health support will also be prioritized for both children and staff, reinforcing our holistic health and safety approach.



# FAMILY *services*

## Strengths and Progress

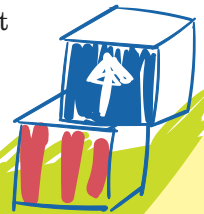
Enhanced family engagement efforts have notably increased participation, with stronger involvement from fathers and male role models. The team reintroduced the “Al’s Pals” social-emotional curriculum to classrooms, contributing positively to family interactions. Behavioral Health Specialists have worked closely with Family Services to support family well-being, and new training for Family Advocates has enhanced consistency and quality of services. Efforts to support family needs are now further strengthened by resources offered through pre-recorded Parent University segments and monthly live family engagement events, such as School Family Connections.

## Improvement Plan

Moving forward, Family Services will expand family partnership activities, particularly by introducing more resources and events focused on father involvement, such as planned male engagement events in the 2024-2025

program year. Additionally, the team aims to enhance onboarding and support for new Family Advocates to address current staffing challenges and maintain service quality.

Behavioral Health Specialists will continue their collaboration with Family Services to support families’ mental and emotional health comprehensively, with plans to gather feedback on current services to refine and strengthen support.





# EDUCATION

## Strengths and Progress

This year, our program met the 10% disabilities requirement, with instructional staff increasing their understanding of developmental milestones, which facilitated early identification of children in need of intervention services. Collaboration between the Intervention Specialists and Education/Disabilities Director with local Part A and B provider agencies strengthened the referral process and improved service delivery for both Early Head Start and Head Start children. Coaching efforts have contributed to improved CLASS scores in emotional and instructional support, enhancing classroom quality and teacher-child interactions. Partnerships with local schools expanded to facilitate smoother transitions to kindergarten, while monthly book activities supported literacy and school readiness in both Early Head Start and Head Start programs.

## Improvement Plan

Upcoming efforts will focus on streamlining the transition process between Early Head Start and Head Start programs, improving communication between teachers to ensure seamless service continuity for transitioning children. The program will also refine the disabilities referral process through additional training during pre-service on roles and responsibilities. Enhanced collaboration with local education agencies will facilitate smoother transitions for children requiring special services. Coaching, ongoing CLASS observations, and professional development sessions focused on school readiness goals will continue to strengthen instructional quality and support teachers in meeting developmental milestones.

# 2024-2029 STRATEGIC PLAN

## Strategic Goals & Objectives

Geminus Head Start is focused on the following goals:

### GOAL 1

**STRIVE FOR  
ORGANIZATIONAL  
SUCCESS**

### GOAL 2

**PROVIDE HIGH  
QUALITY PROGRAM  
SERVICES**

### GOAL 3

**SECURE, SUSTAIN, &  
SUPPORT A STRONG  
WORKFORCE**

### GOAL 4

**ENHANCE STRATEGIC  
PARTNERSHIPS**





# community needs ASSESSMENT

Every five years, Geminus completes a comprehensive Community Needs Assessment to understand the needs of the community and align our Head Start programs and services.

Annually for the remaining four years, we review and update the assessment to identify any changes in community data that may inform the services we provide in Lake and Porter Counties.

Key findings from public data include the following.



## The Need for Services

- The percentage of children under 6 who need care has remained consistent over the last five years in Lake County but has increased in Porter County.
- While the total number of families receiving TANF grants decreased between 2018 and 2024, the total number of households receiving SNAP benefits increased in Lake and Porter counties. This is especially relevant given in April 2022, the Administration for Children and Families (ACF) and the Food and Nutrition Service (FNS) released a joint announcement about a change in Head Start policy which declared families receiving Supplemental Nutrition Assistance Program (SNAP) benefits eligible for Head Start programs. From 2022 to 2024, Geminus experienced a 39% increase in enrollment among children and pregnant women receiving public assistance.
- Individuals in Lake County are more likely to speak a language other than English at home than those in Porter County or in Indiana in general. In Lake County, Spanish is the most common language other than English spoken at home (11% of the population). In 2023-24, Geminus served 7% of enrollment where the primary language spoken at home was Spanish or another language other than English.
- Median household income for families with children under 18 years of age was significantly lower for single-parent families than for two-parent families. This suggests these families may be especially in need of community services due to lower average household income. The majority (75%) of children and pregnant women served by Geminus in the 2023-24 program year were from single-parent households.

## Early Care and Education Program Capacity

- The capacity of licensed early care and education programs in Lake County can serve just over half of children under 6 who need care in Lake County (59%) and just over one-third of the need in Porter County (37%).
- More licensed centers are available to older children than to younger children. In fact, nearly twice as many centers are available to preschoolers than to infants in Lake and Porter counties.

## Current Issues Facing Early Care and Education Programs

- Nationally and at the state level, staff vacancies are causing closed classrooms and under enrollment in Head Start programs, an issue that extends beyond Head Start to all types of early care and education programs in Indiana. A key reason for staff vacancies and high turnover is compensation.

# COMMUNITY *needs*

↓ DECREASED\* ↑ INCREASED\* → REMAINED THE SAME\*

	INDIANA	LAKE COUNTY	PORTER COUNTY
Population for Children Under Six Years	↓ 480,167 (2018: 506,496)	↑ 35,343 (2018: 35,030)	↓ 10,428 (2018: 11,076)
Percentage of Children Under 6 in Poverty	↓ 18% (2018: 22%)	↓ 24% (2018: 27%)	↓ 13% (2018: 14%)
Number of Children Receiving TANF Grants	↓ 9,264 (2018: 11,202)	↓ 869 (2018: 1,255)	↓ 59 (2018: 118)
Households Receiving SNAP Benefits	↑ 287,453 (2018: 270,609)	↓ 28,728 (2018: 29,361)	↑ 4,520 (2018: 4,384)
Number of Children Under 18 Receiving SSI Benefits	↓ 19,564 (2018: 21,876)	↓ 2,011 (2018: 2,242)	↓ 312 (2018: 344)
Children Experiencing Homelessness	↑ 1,182 (2018: 962)	↓ 29 (2018: 54)	↓ 28 (2018: 31)
Students Experiencing Homelessness (McKinney-Vento Act)	↓ 16,427 (2018: 18,811)	↓ 823 (2018: 850)	↓ 316 (2018: 422)
Total CHINS (Children in Need of Services)	↓ 13,302 (2018: 21,588)	↓ 675 (2018: 1,523)	↓ 109 (2018: 178)
Youth Under 18 with a Known Disability Status	→ 4.9% (2018: 5%)	→ 3.9% (2018: 4%)	→ 3.1% (2018: 3%)
Children Served through First Steps	↓ 23,574 (2018: 26,072)	↓ 1,756 (2018: 1,823)	↑ 615 (2018: 585)
% No Early Prenatal Care (1st Trimester)	↓ 29.1% (2018: 31.9%)	↓ 33.7% (2018: 35.1%)	↑ 29.1% (2018: 27.9%)
Infant Mortality Rate	↑ 7.2 (2018: 6.8)	→ 7.1 (2018: 7.1)	↑ 5 (2018: 4.7)



## EARLY CARE & EDUCATION ACCESS

Children Under 6 Who  
Need Care Because All  
Parents Work

**INDIANA**  
↑ **68%** (318,616)  
(2018: 64%)

**LAKE COUNTY**  
↑ **67%** (22,545)  
(2018: 64%)

**PORTER COUNTY**  
↑ **68%** (7,102)  
(2018: 63%)

Capacity Available to  
Children Who Need Care

↑ **59%**  
(2018: 40%)

↑ **59%**  
(2018: 36%)

↑ **37%**  
(2018: 22%)

Number of High-Quality  
Programs

↑ **1,872**  
(2018: 1,198)

↑ **196**  
(2018: 109)

↑ **33**  
(2018: 19)

Total High-Quality  
Capacity

↑ **103,083**  
(2018: 50,613)

↑ **8,448**  
(2018: 3,823)

↑ **2,223**  
(2018: 792)

Children with On My Way  
Pre-K Vouchers

↑ **7,990**  
(2019-20: 3,517)

↑ **679**  
(2019-20: 297)

↑ **125**  
(2019-20: 20)

## unmet need FOR HEAD START ELIGIBLE CHILDREN

**SUPPLY**  
Geminus HS/EHS  
enrollment + Child  
Care Development Fund  
(CCDF) enrollment

**DEMAND**  
Young children  
living in poverty

**UNMET NEED**  
Estimated slots needed  
for children in need

Lake County	<b>5,739</b>	<b>8,447</b>	<b>2,708</b>
Porter County	<b>753</b>	<b>1,340</b>	<b>587</b>
Service Area Total	<b>6,492</b>	<b>9,787</b>	<b>3,295</b>

EHS count includes child slots only and does not include slots for pregnant women.

**DATA COLLECTION METHODOLOGY** Data was collected from multiple sources to update the community assessment. Publicly sourced data for Geminus' service area, Lake and Porter counties, was gathered from the U.S. Census Bureau's 2018-2022 American Community Survey (ACS) 5-Year Estimates. Data related to young children that was not available through the ACS was sourced from the Indiana Family and Social Services Administration and other government agencies. Additionally, national data from the 2023-24 Program Information Report (PIR) from all Head Start programs was utilized.

To further understand the needs of each county, U.S. Census Bureau data was reviewed down to the township level - 11 townships in Lake County and 12 in Porter County. This level of detail allows Geminus to ensure we are implementing programming in communities that need it most.

# OPERATING BUDGET

## & expenditures

### REVENUES

	HEAD START 2023-2024 Operating Budget	Actual Expenditures
Head Start Grant Revenue: Operations	\$15,294,698	\$13,571,024
Head Start Grant Revenue: Training	\$156,936	\$156,936
Head Start Grant Revenue: QI	\$344,153	\$344,153
Head Start Grant Revenue: COLA	\$856,503	\$856,503
<b>TOTAL REVENUE</b>	<b>\$16,652,290</b>	<b>\$14,928,616</b>

### EXPENSES

Total Personnel	\$7,043,276	\$5,849,561
Total Fringe	\$2,243,284	\$1,893,930
Total Personnel and Fringe	\$9,286,560	\$7,743,491
Total Travel	\$10,895	\$48,881
Total Equipment	\$---	\$---
Total Supplies	\$315,562	\$232,463
Total Contractual	\$5,209,862	\$5,353,347
Total Construction	\$---	\$---
Total Other	\$1,829,411	\$1,550,434
<b>Total Expenses</b>	<b>\$16,652,290</b>	<b>\$14,928,616</b>
<b>Unobligated Federal Funds</b>	<b>\$---</b>	<b>\$---</b>
<b>Difference: Revenue-Expenses</b>	<b>\$---</b>	<b>\$---</b>
<b>Obligated Federal Funds (Porter County Building)</b>		<b>\$1,723,674</b>





## EARLY HEAD START

2023-2024  
Operating Budget

Actual  
Expenditures

## EHS-CHILD CARE PARTNERSHIP PROGRAM

2023-2024  
Operating Budget

Actual  
Expenditures

\$1,956,795

\$1,792,595

\$4,114,320

\$3,731,984

\$41,120

\$41,120

\$88,707

\$88,707

\$62,406

\$62,406

\$84,332

\$84,332

\$109,581

\$109,581

\$230,402

\$230,402

**\$2,169,902**

**\$2,005,702**

**\$4,517,761**

**\$4,135,425**

\$1,139,096

\$1,365,628

\$822,067

\$689,809

\$356,401

\$443,235

\$326,540

\$235,167

\$1,495,497

\$1,808,863

\$1,148,607

\$924,976

\$7,552

\$1,056

\$---

\$9,353

\$---

\$---

\$---

\$---

\$27,700

\$36,039

\$78,450

\$39,924

\$286,642

\$(3,719)

\$2,835,199

\$2,869,877

\$---

\$---

\$---

\$---

\$352,511

\$163,463

\$455,505

\$291,295

**\$2,169,902**

**\$2,005,702**

**\$4,517,761**

**\$4,135,425**

\$---

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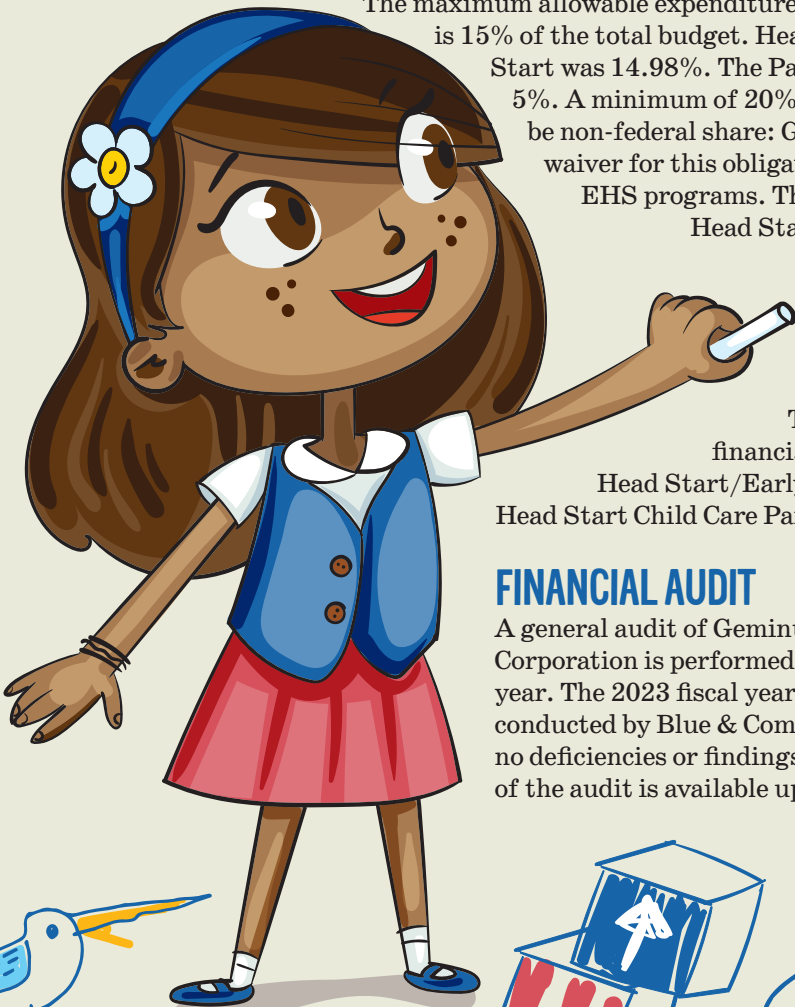
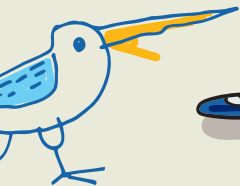
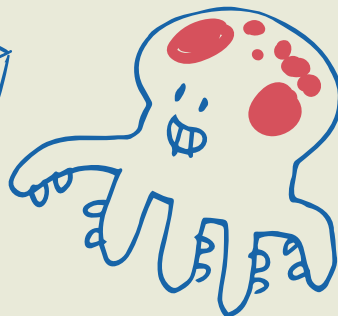
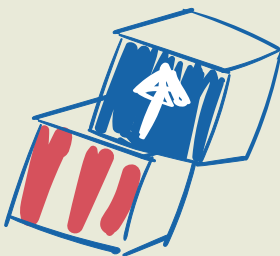
# EXPENDITURES *report*

The maximum allowable expenditure for administrative costs is 15% of the total budget. Head Start and Early Head Start was 14.98%. The Partnership Program was 5%. A minimum of 20% of the total budget must be non-federal share: Geminus was awarded a waiver for this obligation of 20% for HS and EHS programs. The overall cost per child in Head Start was \$12,277; in Early Head Start the cost per child was \$13,552; and the Partnership cost per child is \$20,677.

This report reflects financial data for the 2023-2024 Head Start/Early Head Start and Early Head Start Child Care Partnership fiscal years.

## FINANCIAL AUDIT

A general audit of Geminus Corporation is performed each year. The 2023 fiscal year audit was conducted by Blue & Company with no deficiencies or findings. A full copy of the audit is available upon request.







# POLICY COUNCIL

## *members*

### OFFICERS

**Eleonila Padilla**  
Chairperson  
*Hammond*

**Devin Johnson**  
Vice Chairperson  
*Lake Ridge*

**Alyssa Wilkinson**  
Secretary  
*Paul Saylor*

### MEMBERS

**Eva Avila**  
*Home Based*

**Jami Bullock**  
*St. Mark ELA*

**Jason Madrigal**  
*The ARC*

**Doretha Henderson**  
*Merrillville*

**Ashley Dutro**  
*Cedar Lake ELA*

**Toni Dickerson**  
*Wiggles & Giggles*

### COMMUNITY REPRESENTATIVES

**Victor Garcia**  
*Food Bank of NWI*

**Adrienne Carol**  
*NEO*

### BOARD OF DIRECTORS PARENT REPRESENTATIVE

**Madriel Terrell**

### EXECUTIVE LEADERSHIP

**Carla Houck**  
*Board of Directors Chairperson*

**Karen Garradine, Ed.D**  
*Vice President, Division of Early Childhood Services*

**William Trowbridge, DHA, JD**  
*President & Chief Executive Officer, Regional Care Group*





## SPEAKING LOUDLY FOR THE SMALLEST VOICES

Geminus Head Start serves Northwest Indiana's children and families by providing education-based, community-driven programs taught by highly trained professionals. Head Start is committed to the overall development of our children, focusing on education, health, and behavior. We also offer prenatal services to expectant mothers at no charge as well as parental support, helping families move toward self-sufficiency.



**GEMINUS**  
Regional Care Group Member



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Geminus is an Equal Opportunity Employer  
and Service Provider

