

ANNUAL REPORT 2019-2020



WILMINGTON HEAD START, INC.

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LETTER FROM THE EXECUTIVE DIRECTOR

As I look back on the 2019 - 2020 program year, I continue to be amazed that the entire world was confronted with the COVID-19 Pandemic. The entire population was faced with never before seen challenges. Wilmington Head Start, Inc., following the guidance of Governor Carney, had to quickly adapt and all centers were closed as of March 16, 2020. At that time, I honestly believed that we would be back to normal in a few months. Little did I realize how great an impact the coronavirus would have on all of us.

It was a typical program year from September 2019 through February 2020. All of that changed abruptly in March. Wilmington Head Start closed all of its centers. After the initial few weeks, staff developed a routine of regular communication with families. It was critical to continue to provide support and be there for our children and families.

Many annual events were affected. We were unable to have the Father and Daughter Dance that was scheduled to be held in April. The End of Year Celebration usually held in May at Banning Park was canceled. We were unable to hold the Volunteer Reception to acknowledge all of those who continue to support Wilmington Head Start by volunteering their time.

The collection of routine data and statistics was affected. Teachers had completed the fall and winter assessments on the children, however, there would be no spring assessment. Several children who had been referred to the school district for further evaluation would not be able to make progress in this process as in the past. Families were unable to take their children for routine medical and dental appointments. The list goes on and on.

I am proud to be a part of such a wonderful organization, Wilmington Head Start. The commitment and adaptability of staff has been impressive. We all learned to do things in different ways.

I thank everyone who assists us in fulfilling our mission to empower families to become self-

sufficient while providing comprehensive services to children and their families. This includes the entire staff, members of the Board of Directors, members of Policy Council, our community partners, and the numerous volunteers. I thank you for all that you do for the children and families of Wilmington Head Start.

We all faced a challenging year and we continue to face many of these same challenges in the 2020 - 2021 program year. As you review this annual report, know that Wilmington Head Start maintains a strong commitment to provide high quality services to the children and families who participate in our program. However, the way we do things may be a bit different due to COVID-19.

Thank you,

Karen F. Pierce



OUR MISSION

To empower families
to become self-sufficient
while providing
comprehensive services
to children and their families.

OUR OBJECTIVE

Since 1984, Wilmington Head Start, Inc. has provided high quality services and programs to the children and families in the community. We believe our early childhood development program will bring about a greater degree of social competence in the pre-school children that we serve. We also strive to help them grow in all developmental areas. Our goal is to have our children enter kindergarten full of confidence and with excellent learning attitudes, and to have their parents fully prepared to help and support them through their school years.

We believe that as a team we can continue to touch the lives of the children and families that we serve in meaningful ways and extend the mission of Wilmington Head Start, Inc. into the hearts of the next generation.

OUR SERVICES TO CHILDREN

Wilmington Head Start, Inc. provides age appropriate education, developmental assessments, health services and screenings, and specialized services to those children with special needs. In addition, Wilmington Head Start provides nutritional meals every day to include breakfast, lunch and snack. We practice family style dining where education staff and children share the meals together. All of our classrooms reflect a positive, nurturing environment in clean, safe centers. Transportation is also provided to and from school for many of the children.

OUR SERVICES TO PARENTS

Wilmington Head Start, Inc. provides services to parents and families. The Family Service Advocates assist the parents in meeting the goals they set for themselves, their children or their families. Parents are encouraged to participate in parent committees and Policy Council, as well as volunteering at the centers. In addition, parents who meet the qualifications are eligible candidates for employment opportunities. For those who desire to further their own education, Wilmington Head Start collaborates with other organizations and agencies that offer literacy classes, GED classes or other educational opportunities.

WILMINGTON HEAD START ORGANIZATION

Services Provided:

- Health and Dental
- Nutrition (2 meals a day and a snack)
- Training for parents.
- Education and Literacy
 - Special Needs
 - Family Services
 - Home Visits
- Parent-Teacher conferences

Wilmington Head Start, Inc. (WHS) serves 486 children ages 3 to 5 years old.

The overall goal of Head Start is to increase the school readiness of pre-school children of low-income families.

Extended Day Services are available. Purchase of Care is accepted.

Wilmington Head Start, Inc. is a non-profit organization dedicated to serving the needs of Wilmington's low income children and their families for over 35 years.

We currently have 4 Educational Centers consisting of 27 classrooms located within the City of Wilmington, with 100 employees.

GOVERNING BODIES

Board of Directors

Thank you to the members of the Board of Directors who willingly volunteer their time to assist the Executive Director and other managers in ensuring the overall requirements of the program are met. The Board members are legally and fiscally responsible for all program operations. The Board of Directors meeting is held on the last Wednesday of every month.

Members:

Charles Knothe, Esq. - Board President
John McMenamin- Treasurer
Carlos Dipres
Kareem Grant
Gwendolyn W. Sanders, Ed. E.
Brenda Byers Collins, Esq.
Linda Whitehead

Policy Council

Thank you to all the parents and community volunteers who served on Policy Council. The members work with the Executive Director in the planning, development, operation and evaluation of the program. They give ideas and suggestions for program improvement. The Policy Council also serves as an organized spokes person for the parents of Wilmington Head Start. Policy Council meets the third Wednesday of every month.

Members:

Mary Gaymon – Chairperson
Carolina Lopez – Vice-Chairperson
Monique Boyles – Secretary
Ivanna Dennis Polk – Treasurer
Kareem Grant – Board of Directors/Policy Council Liaison
Claribel Diaz
Lori Diggs
Robin Baker

Former Members:

Nay Bernard-Turner
Melina Coates
Elaine Grant
Tina Thomas
Jamal Walston

FISCAL DEPARTMENT

The majority of the program's income is received through grants from the federal government, the state government, Delaware Stars, and reimbursement from the Child and Adult Care Food Program. Wilmington Head Start also offers Purchase of Care to those who qualify. Other funds are received through private donations.

Federal funds are attainable through the Payment Management System (PMS). The State of Delaware, Early Childhood Assistance Program (ECAP) provides funds to service 145 children. The Child and Adult Care Food Program reimburses our program for expenses incurred to provide meals to the children.

Below is a breakdown of received funding for the 2019-2020 fiscal year:

REVENUE & EXPENSE		
FUNDS RECEIVED		
Department of Health & Human Services		
Administration for Children & Families		
Continuation Grant:	\$2,896,658	
Training & Tech. Assist.:	\$45,725	
Total Federal Funds:		\$2,942,383
State of DE – Dept. of Education		
Early childhood Assistance Program:		\$1,038,140
USDA Reimbursement		
Child & Adult Care Food Program:		\$373,929
Purchase of Care		\$403,687
DE Stars		\$212,225
Misc. Sub-grants, Contributions, etc.		\$131,088
TOTAL FUNDING ALL SOURCES:		\$5,101,452
EXPENSES:		
Personnel		\$2,740,061
Fringe Benefits		\$725,524
Out of Town Travel		\$18,798
Occupancy		\$452,414
Supplies		\$467,315
Contractual		\$383,286
Other		\$147,110
TOTAL EXPENSES		\$4,994,898

PROPOSED BUDGET

2020-2021		
PROPOSED BUDGET		
FUNDS RECEIVED:		
Department of Health & Human Services		
Administration for Children & Families		
Continuation Grant:	\$2,978,058	
Training & Tech. Assist.:	\$45,725	
COVID Relief	\$299,673	
Total Federal Funds:		\$3,323,456
State of DE – Dept. of Education		
Early childhood Assistance Program:		\$1,035,300
USDA Reimbursement		
Child & Adult Care Food Program:		\$386,024
Purchase of Care		\$466,825
DE Stars		\$265,739
Misc. Sub-grants, Contributions, etc.		\$10,000
TOTAL FUNDING ALL SOURCES:		\$5,487,344
EXPENSES:		
Personnel		\$2,854,039
Fringe Benefits		\$839,442
Out of Town Travel		\$13,775
Occupancy		\$518,590
Supplies		\$581,253
Contractual		\$312,557
Other		\$195,294
TOTAL EXPENSES		\$5,314,950

BUDGETING

An annual budget, that includes detail of all revenue and expenditures from all funding sources, is prepared with input from all management members. The annual budget is designed to provide the best possible services to our children and families. This includes paying adequate salaries and benefits to acquire qualified personnel, providing USDA approved meals to ensure nutritional food, collaborating with community daycares for continuous child care services, offering a quality rich educational program, providing health, dental, mental health, and disability services to children on an individual need basis, and assisting families with their needs for self sufficiency. The final budget is approved by Policy Council and the Board of Directors.

The annual budget is analyzed monthly by detailing actual expenditures versus budgeted expenditures. The actual expenditures are derived from the information accounted for using the accrual basis of accounting. The monthly budget is reviewed by the Policy Council, the Board of Directors, and the Executive Director.



HUMAN RESOURCES DEPARTMENT

The Human Resources department is responsible for handling, assisting and dealing with all employee related matters. This includes but is not limited to employee evaluations, the personnel manual, hiring, disciplinary actions, training, and education. Human Resources also is responsible for employee benefits such as health insurance, disability insurance, workers compensation, and FMLA.

100% of WHS Teachers have an Associates, Baccalaureate or Advanced degree in Early Childhood Education or related field with at least 18 credits in ECE. 100% of our Teacher Assistants have a CDA (Child Development Associate credential) or are working towards the CDA or a degree in Early Childhood Education. All staff is trained semi-annually on Child abuse and neglect.



EDUCATION PHILOSOPHY

We believe and respect that parents are the first and most important teachers for their children. It is our goal for parents to become active partners in their child's education, partnering with the Head Start staff. The philosophy of our program is that all children learn best when they are actively involved in their environment, enabling them to reach goals that are both challenging and achievable. Our classrooms are designed to accommodate children with disabilities and those who are English Language Learners so that they can benefit fully from our program.

Young children learn by exploring their environment and from the people in it. Each child is provided with many opportunities for success in order to help develop feelings of competence, positive self-esteem, and positive attitudes towards learning. The program fosters children's understanding of themselves and promotes appropriate interaction with others. Teachers plan experiences that promote their optimal learning and development.

Curriculum

Our primary curriculum is *The Creative Curriculum*. It supports our educational philosophy and is built on a strong foundation of research and best practices in early childhood education. The curriculum provides a framework that supports learning for each child in all areas of development including social-emotional, cognitive, language, literacy, mathematics, science, creative arts, social studies, physical and health. Literacy and math are central to the curriculum and integrated into all learning experiences.

ASSESSMENT

Teaching Strategies GOLD is the assessment tool teachers utilize to record each child's development and guide their curriculum planning. Teaching Strategies GOLD's Objectives for Development and Learning are aligned and intended to be used in conjunction with *The Creative Curriculum*. These objectives are also aligned with the outcomes defined in the Head Start Child Development and Early Learning Framework and Delaware's Early Learning Foundations for Preschool. Anecdotal observation is the primary way in which teachers collect data on the children. Their observations help teachers to determine what materials to add to the environment and what activities to plan to support children's interest and ability in each learning domain.

CHILD OUTCOME DATA WIDELY HELD EXPECTATIONS WINTER 2020

WHS Three Years Old

Area of Development	Number of Children		Number of Children Meeting or Above Growth		% of Children Meeting or Above Growth	
	F	W	F	W	F	W
Social Emotional	192	192	133	173	70%	90.1%
Language	192	192	116	160	60.4%	83.3%
Literacy	192	192	114	150	59.4%	78.2%
Mathematics	192	192	120	163	62.6%	84.9%
Physical	192	192	129	165	67.2%	86.0%
Cognitive	192	192	127	171	66.1%	89.1%

WHS Four Years Old

Area of Development	Number of Children		Number of Children Meeting or Above Growth		% of Children Meeting or Above Growth	
	F	W	F	W	F	W
Social Emotional	169	169	88	116	52.1%	68.0%
Language	169	169	91	123	53.4%	72.2%
Literacy	169	169	71	112	42.0%	66.3%
Mathematics	169	169	50	88	29.6%	52.0%
Physical	169	169	112	120	60.3%	71.0%
Cognitive	169	169	92	122	54.4%	72.2%

CHILD OUTCOME DATA COMPARATIVE GROWTH FALL 2019 - WINTER 2020

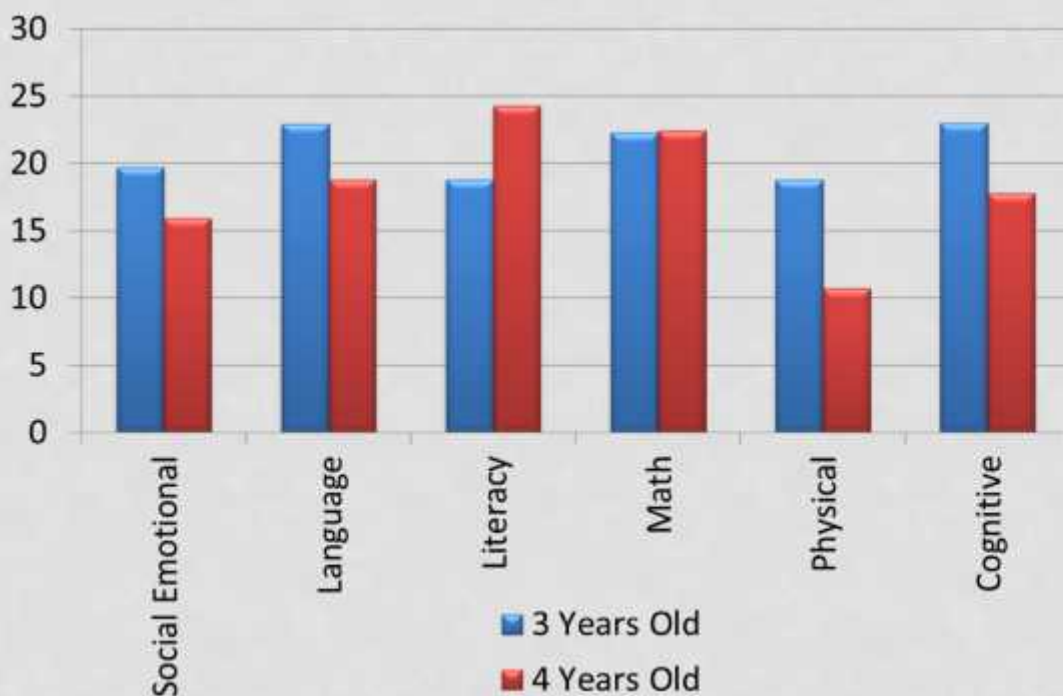
Teaching Strategies GOLD provides a comparative growth measure which tells us how WHS children's growth compares with the growth of children in other programs nationwide. Most of WHS children **are meeting or exceeding growth expectations**.

3 year: Area of Development	Fall Scores	Winter Scores	Growth
Social Emotional	70.4%	90.1%	19.7%
Language	60.4%	83.3%	22.9%
Literacy	59.4%	78.2%	18.8%
Mathematics	62.6%	84.9%	22.3%
Physical	67.2%	86.0%	18.8%
Cognitive	66.1%	89.1%	23.0%

4 year: Area of Development	Fall Scores	Winter Scores	Growth
Social Emotional	52.1%	68.0%	15.9%
Language	53.4%	72.2%	18.8%
Literacy	42.0%	66.3%	24.3%
Mathematics	29.6%	52.0%	22.4%
Physical	60.3%	71.0%	10.7%
Cognitive	54.4%	72.2%	17.8%

GROWTH FALL 2019 TO WINTER 2020

Percentage of children exceeding growth expectations.



SCHOOL READINES GOALS

2019-2020

Domain: Physical Development & Health

- Children will demonstrate control of large muscles for movement, navigation and balance.
- Children will demonstrate control of small muscles for such purposes as using utensils, self-care, building, writing, and manipulation.
- Children will identify and use healthy and safe habits.

Domain: Social & Emotional Development

- Children will display levels of attention, emotional regulation, and behavior in the classroom that are appropriate to the situation and the supports available.
- Children will engage in positive adult-child relationships and interactions.

Domain: Cognition & General Knowledge

- Children will, ask questions, make predictions, and develop hypotheses to gain a better understanding of information and activities in their surroundings.
- Children will use math regularly and in everyday routines to count, compare, relate, identify patterns and problem solve.

Domain: Language & Literacy

- Children will use the English language through repeating and comprehension of the vocabulary through conversation and communication.
- Children will engage with literature in developmentally appropriate ways.
- Children will use and understand print as a system of noticeable marks that represent the sounds within words and words themselves.
- Children who are dual language learners will demonstrate increase competency in their home language while developing proficiency in English.

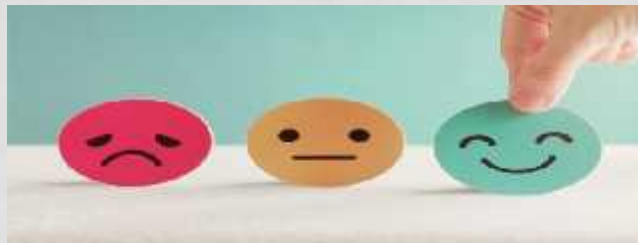
Domain: Approaches to Learning

- Children will show an interest in varied topics and activities an eagerness to learn, creativity, and independence in their interactions with activities and materials.
- Children will demonstrate persistence when working with materials, activities and information.

MENTAL WELLNESS

Wilmington Head Start, Inc. is dedicated to supporting the mental wellness of all our children, families and staff.

This idea is reflected in our curriculum, screening, positive guidance and mental health policies.



CURRICULUM

WHS utilizes the (PATHS) Curriculum

Promoting Alternative Thinking Strategies. The PATHS program is a comprehensive social emotional learning curriculum that is evidence-based and proven effective. This curriculum is being used around the world. It offers a common framework for effective social-emotional learning instruction from preschool through kindergarten and the elementary grades.

The PATHS program is grounded in the science of children's brain development, which has determined that children experience and react to strong emotions before developing the cognitive abilities to verbalize them.

The PATHS program received the highest possible rating from Blueprints for Healthy Youth Development. The PATHS program is one of only 12 youth development programs to receive this elite recognition.

- ❑ All Classes use the PATHS curriculum in their classrooms.
- ❑ Each classroom has a copy of the PATHS curriculum and all required materials.
- ❑ Each week, one PATHS lesson is included in the teacher's lesson plan.

The PATHS kid of the day can be recognized in different ways, such as a necklace, crown, button, etc.

The PATHS concepts are also to be used in the classroom to solve problems with the children.

Staff is expected to model the PATHS process when they are solving problems or resolving conflicts with the children in the classroom.

BEHAVIORAL SCREENING

Within 45 days of entering the program, families will be requested to complete a copy of the Ages & Stages Questionnaire-Social Emotional. This questionnaire allows us to recognize which children are at risk for social or emotional difficulties, identify behaviors of concern to caregivers, and identify any need for further assessment.

POSITIVE BEHAVIOR POLICY

WHS staff is committed to providing a nurturing environment that fosters positive self-esteem and individual growth in the children. Positive guidance demonstrates respect for the child and is meant to help the child develop social and emotional competence.

Guidance is when adults teach children to solve problems, rather than punish them for having problems they have not yet learned to solve.

MENTAL HEALTH

WHS is dedicated to supporting the mental wellness of all the children, families, and staff. If a teacher has a concern about a child's learning style or behavior they will discuss it with the family as well as make a referral to the Disabilities Health Supervisor or the Education Specialist for an observation. Together, the family and the staff will make a plan to address any concerns. WHS works closely with the Early Childhood Mental Health Consultant from Delaware's Best. We also partner with Centers for Child Development for On-sight counseling services. WHS hired a Behavior Support Specialist to create and implement behavior plans to better assist our children with behavioral management. A psychologist in private practice also helps our teachers with challenging children in the classrooms. If necessary, referrals to an outside agency will be made.

Parental permission is needed before any referrals can be made. Parents are also encouraged to discuss any concerns they have about their child with the Teacher or Family Service Advocate.

DISABILITY SERVICES

CHILDREN WITH SPECIAL NEEDS

WHS provides services to children with special needs. The children participate in all activities to the extent of their abilities. WHS works along with the school district to assure that each special needs child has an Individual Educational Plan (IEP) and receives all the appropriate and necessary services. Any needed equipment is provided, as well as any training the staff may need to welcome the child to the classroom.

ASQ-3 Screening

WHS believes that early screening is essential to the learning process. It is our mission to have every Head Start child screened within 45 calendar days after the child enters the program. The purpose of the ASQ-3 Screening is to screen children and identify special learning disabilities and/or needs, which could affect performance in school. It is recommended that the parent perform the screening since the parent has the most insight on the child. In the event the parent does not complete the ASQ-3 screening the teacher will complete it.

Screening methods are simple and rapid techniques that focus on areas of speech and language, motor, conceptual and general overall development including behavior. The screening methods do not involve medical examinations.

If screening results indicate the presence of concerns, the family is contacted to review the situation and address the possibility of further assessment. These assessments can determine if the child is having a problem and what that problem may be.



NUTRITION & HEALTH DEPARTMENT



NUTRITION

The children at WHS receive fortified and healthy meals which are approved by the United States Department of Agriculture (U.S.D.A.) The child will be served 2 meals per day (breakfast and lunch). The children who attend the full day program will also receive an afternoon snack.

The Head Start Performance Standards for Nutrition encourage healthy food choices. We do not serve sugar, salt or other items that do not meet U.S.D.A. regulations; this would also include the frying of foods. WHS also does not serve any fish, pork or pork products and we are nut free.

A child with allergies is required by the Federal Regulations to have a Special Precautions form signed by their physician with specifics of the allergic reaction and possible substitutions. Please note we will do everything possible to fulfill the requirements for the children to have a healthy meal.

The children will be experiencing new food items throughout the year as we at Wilmington Head Start believe in diversity throughout the program along with making meal time a happy, learning experience.

HEALTH SERVICES AREA

WHS values the health of our families and children. Health education is incorporated into curriculum, and proper health and hygiene procedures will be followed daily in our classrooms. Periodically, WHS will provide education and training to families, staff, and interested community members on preventative health, oral health, and mental health topics and practices.

PHYSICAL EXAMINATIONS/ EPSDT/ IMMUNIZATIONS AND TB SCREENED

The children must have a current physical, an up to date list of immunizations, the results of a tuberculosis screening on file upon enrollment and maintain up to date physicals annually. A current physical can be defined as within one year of the date on the physical.

HEALTH HISTORY

During the enrollment process, the Family Service Advocate asks a series of questions to determine the present status of the children's health, as well as in the past. This information is used to better understand the needs of the children.

SCREENING

Throughout the year the children may undergo a variety of screenings. In order for the children to participate in the screening process, the family signs a consent form giving WHS the permission to perform these screenings. The family receives more information about this process prior to the screening. The following are screenings your child may receive:

Vision
Heights and weights
Dental (include x-rays, cleaning, and fluoride treatment)

The Lion's Club volunteers screen all of our children's vision using the Welch Allyn Sure Sight Vision Screener. Any child who does not pass the screen is referred to their doctor for further evaluation.

FAMILY & COMMUNITY SERVICES

The Family Services program area of Wilmington Head Start, Inc. is designed to provide support to the Family Service Advocates (FSAs), who in turn, provide support to our families. The FSAs provide case management services for all families with children enrolled in the program. They help parents and family members set goals, ensure each child has a medical and dental home and encourage parents to become actively involved in their child's Head Start experience.

The Family Services program area is also responsible for parent engagement activities throughout the year. The first Back to School Bash was held on September 20, 2019. This event provided our families with access to much needed community and health services. Unfortunately, COVID-19 prevented us from having the annual End of Year Celebration and the annual Father and Daughter dance. Parents are always welcome to spend time volunteering at the centers. In January 2020, Wilmington Head Start initiated a monthly, "Bring Your Parent to School Day" to be held on the third Thursday every month. Education staff plan activities for the parents to do with their children in the classrooms. There are also opportunities throughout the year focused on increasing male/fatherhood involvement with their children. Parent trainings are part of the regular parent committee meetings held at all the centers.

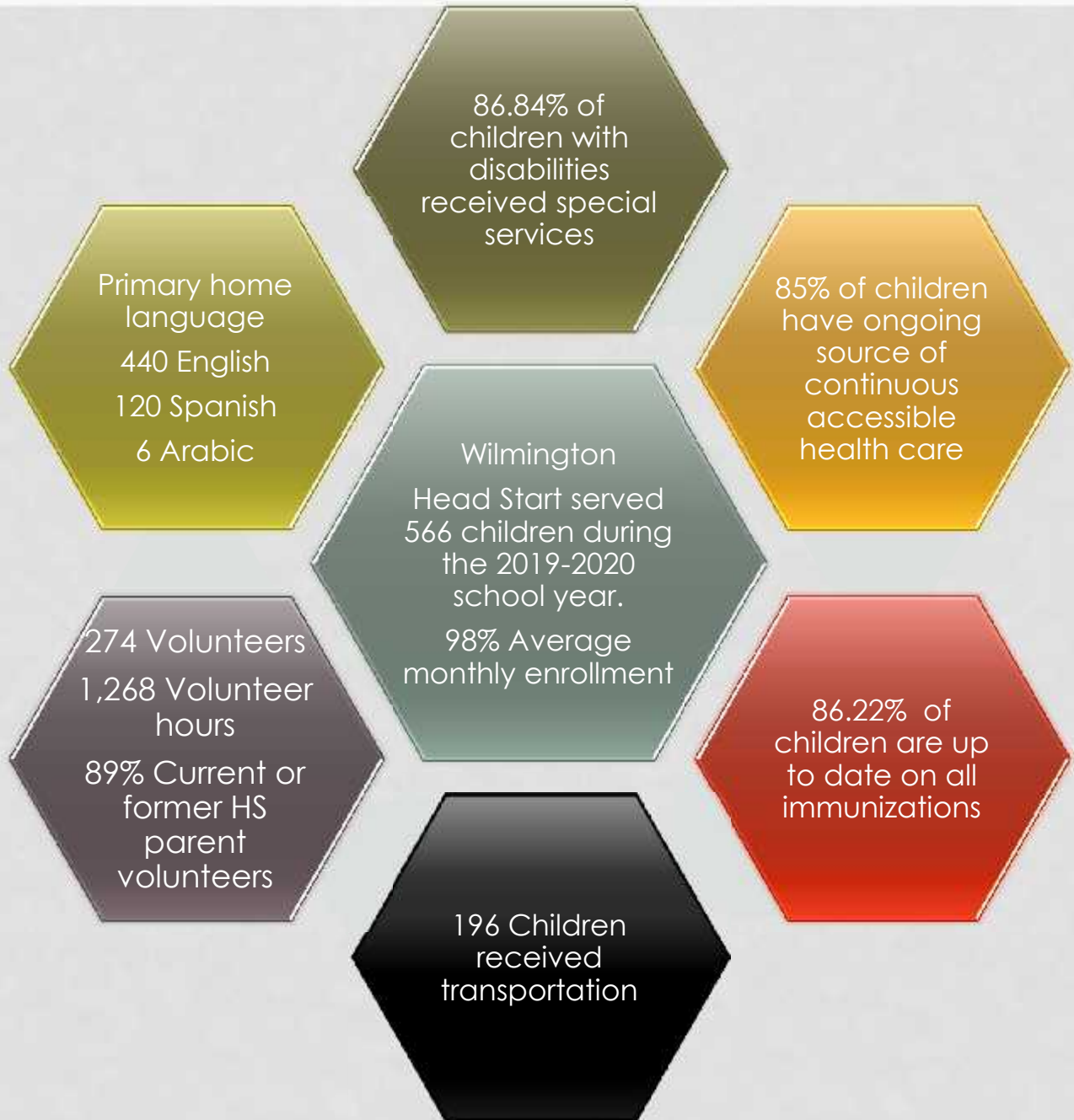
We pride ourselves in having excellent relationships with various organizations within the community. Because of our strong partnerships, we are able to refer our families for job employment/training opportunities, emergency housing, along with food and clothing needs. All of these services provide a much needed relief to the families that we serve.

Wilmington Head Start, Inc. has developed collaborations with several commercial and non-commercial child care facilities. Directors of these facilities have signed Memorandums of Understanding (MOU) that detail how each organization will collaboratively work together to ensure great customer service to our respective families and the community.

Our continued focus is on building new community partnerships and strengthening existing ones. We hold monthly community recruiting events. These events educate the community about the Wilmington Head Start program. A testament to our longevity is the relationships we have formed in our community.



2019-2020 PROGRAM DATA



WHS CENTERS

ADMINISTRATIVE OFFICE

Karen F. Pierce
Executive Director

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Cindy LaMarra
Admin. & HR Assistant

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Interim-Center Manager

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