



ANNUAL REPORT 2018-2019

WILMINGTON HEAD START, INC.



Our Children, Our Families, Our Classrooms, Our Future

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LETTER FROM THE EXECUTIVE DIRECTOR

As I am new to my current position as Executive Director, I continue to value that Wilmington Head Start, Inc. has been part of the Wilmington community for over thirty years, providing high quality comprehensive services for children and their families.

Although we serve a diverse population, we have a commitment to provide services to those children who are most in need. This includes those who may be homeless, in foster care or who have special needs.

It takes the efforts and support of many individuals to ensure the program fulfills its mission. There are about one hundred staff members in various positions who are key to the daily program operations. The Policy Council and Board of Directors are crucial in oversight of the program. We have collaborations with numerous community partners and our many volunteers assist us throughout the year. I thank all of you for all that you do for the children and families in our program. I am extremely grateful to all of the parents who

have entrusted us with the care of their children. These children are truly the key to the Wilmington Head Start program.

This annual report was developed to provide you with a brief overview of the many different components that consistently join together to make Wilmington Head Start the high quality program that we are.

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. They include offering support groups, participation in parent committees and policy council, as well as volunteer and employment opportunities. For those who desire to further their own education, Wilmington Head Start collaborates with other organizations and agencies to 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
in conjunction with
Purchase of Care.

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 25
years.

We currently have
4 Educational Centers consisting
of 27 classrooms located
throughout 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 – Community Representative
Kareem Grant – Former Parent
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:

Melina Coates – Chairperson
Tina Thomas – Secretary
Nay Bernard-Turner – Treasurer
Kareem Grant – Board of Directors/Policy Council Liaison
Jamal Walston
Elaine Britt
Robin Baker
Mary Gaymon
Monique Boyles
Ivanna Dennis Polk
Sarah Cassidy

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 2018-2019 fiscal year:

REVENUE & EXPENSE		
FUNDS RECEIVED		
Department of Health & Human Services		
Administration for Children & Families		
Continuation Grant:	\$2,716,860	
Training & Tech. Assist.:	\$45,725	
Total Federal Funds:		\$2,762,585
State of DE – Dept. of Education		
Early childhood Assistance Program:		\$1,034,820
USDA Reimbursement		
Child & Adult Care Food Program:		\$360,141
Purchase of Care		\$358,399
DE Stars		\$184,390
Misc. Sub-grants, Contributions, etc.		\$15,529
TOTAL FUNDING ALL SOURCES:		\$4,715,864
EXPENSES:		
Personnel		\$2,678,957
Fringe Benefits		\$606,073
Out of Town Travel		\$9,393
Equipment		\$6,000
Supplies		\$353,125
Contractual		\$363,987
Other		\$648,342
TOTAL EXPENSES		\$4,665,877

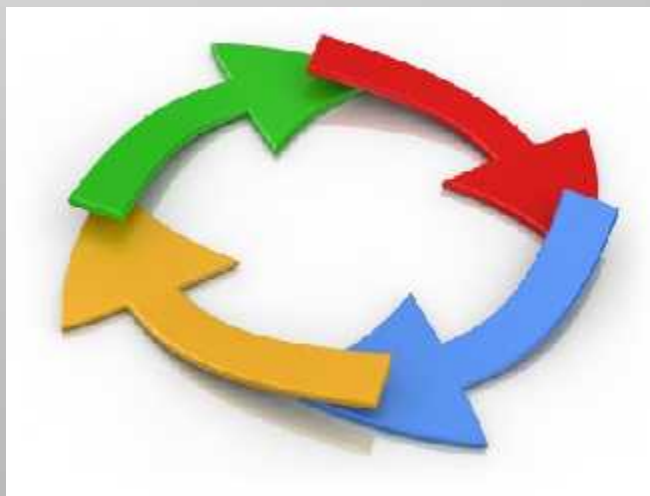
FISCAL DEPARTMENT

	2019-2020		
	PROPOSED BUDGET		
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:		\$1,034,140	
USDA Reimbursement			
Child & Adult Care Food Program:		\$379,745	
Purchase of Care		\$410,856	
DE Stars		\$221,707	
Misc. Sub-grants, Contributions, etc.		\$10,000	
TOTAL FUNDING ALL SOURCES:		\$4,998,831	
EXPENSES:			
Personnel		\$2,876,533	
Fringe Benefits		\$764,729	
Out of Town Travel		\$13,775	
Equipment		\$32,000	
Supplies		\$374,291	
Contractual		\$298,251	
Other		\$629,252	
TOTAL EXPENSES		\$4,988,831	

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 a degree in Early Childhood Education. All staff is trained 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

FALL-SPRING 2019

WHS PROGRAM WIDE

WHS Three Years Old

Area of Development	Number of Children			Number of Children Below Growth			Percentage of Children Below Growth			Number of Children Meeting or Above Growth			% of Children Meeting or Above Growth		
	F	W	S	F	W	S	F	W	S	F	W	S	F	W	S
Social Emotional	289	272	307	87	31	52	30.1%	11.4%	16.9%	202	241	255	69.9%	88.6%	83.0%
Language	289	272	308	121	63	83	41.9%	23.2%	26.9%	168	209	225	58.1%	76.9%	73.1%
Literacy	289	272	307	77	85	85	49.8%	28.3%	27.7%	143	195	222	50.2%	71.7%	72.3%
Mathematics	289	272	307	119	51	56	41.2%	18.8%	18.2%	170	221	251	58.8%	81.3%	81.7%
Physical	289	272	308	88	48	52	30.4%	17.6%	16.9%	201	224	256	69.6%	82.3%	83.1%
Cognitive	289	272	306	128	51	67	44.3%	18.8%	21.9%	161	221	239	55.7%	81.3%	78.1%

WHS Four Years Old

Area of Development	Number of Children			Number of Children Below Growth			Percentage of Children Below Growth			Number of Children Meeting or Above Growth			% of Children Meeting or Above Growth		
	F	W	S	F	W	S	F	W	S	F	W	S	F	W	S
Social Emotional	146	141	179	117	55	67	80.1%	39.0%	37.4%	29	88	112	19.9%	61.0%	62.6%
Language	146	141	179	106	55	75	72.6%	39.0%	41.9%	40	88	104	27.4%	61.0%	58.1%
Literacy	146	141	179	99	45	67	67.8%	31.9%	37.4%	47	96	112	32.2%	68.1%	62.6%
Mathematics	146	141	179	126	80	85	86.3%	56.7%	47.5%	20	61	94	13.7%	43.2%	52.5%
Physical	146	141	179	97	58	58	66.4%	41.1%	32.4%	49	83	121	33.6%	58.9%	67.6%
Cognitive	146	141	179	127	56	75	87.0%	39.7%	41.9%	19	85	104	13.0%	60.3%	58.2%

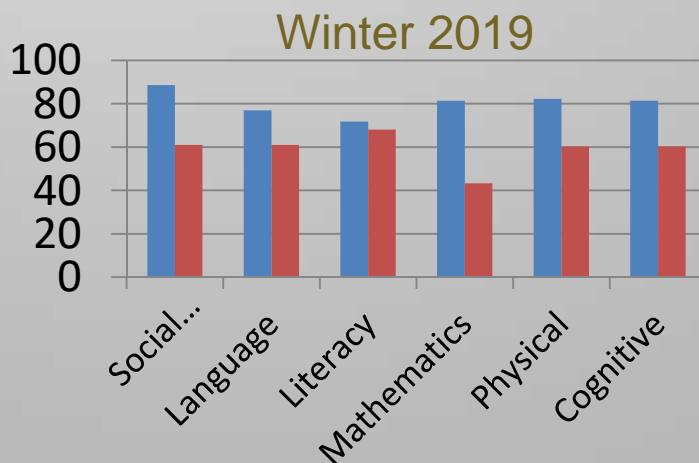
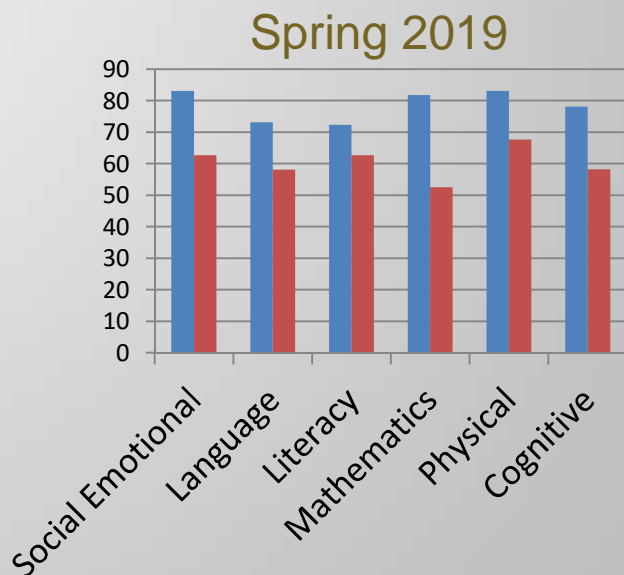
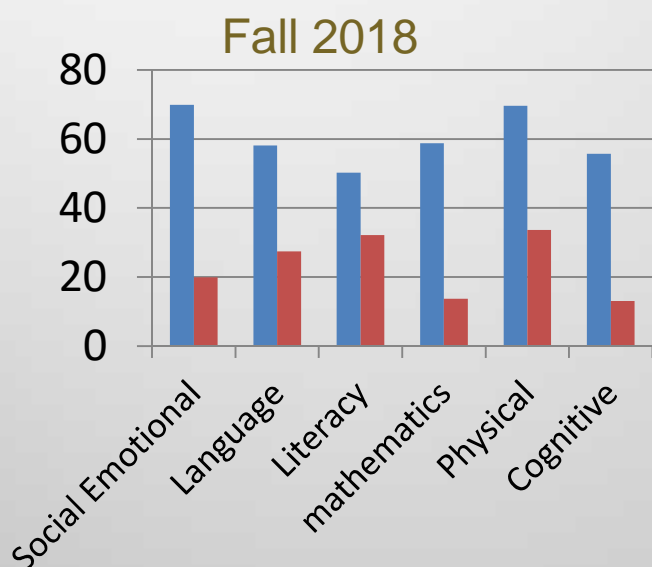
GROWTH

FALL - SPRING 2019

Three & Four Years Old

Meeting or Above Growth

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. This is a graph that shows the growth of our children



WILMINGTON HEAD START AT A GLANCE SCHOOL READINESS GOALS 2018-2019

Domain: Perceptual, Motor, and Physical Development

- ❖ 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

- ❖ Children will use observation and manipulation, 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 policy.

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 will 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 to be 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 Specialist 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, and WHS has recently hired a Behavior Support Specialist to create and implement behavior plans to better assist our children with behavioral management, and a psychologist in private practice to help 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 have to 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 AND 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 (in 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.

SERVICE AREA STATISTICS

WHS CENTERS-GRAND TOTALS

SCREENINGS				
Children w/IEP		Developmental Screenings Completed	Hearing Screenings Completed	Vision Screenings Completed
Completed	Suspected			
49	17	349	350	400

DENTAL		
Dental Exams	Dental Treatment Needed	Dental Receiving Treatment
268	45	29

HEALTH		
Physicals Completed	Health Treatment Needed	Health Receiving Treatment
440	37	24

MALE INVOLVEMENT

Our Fatherhood Initiative at Wilmington Head Start, Inc. consists of providing meaningful engagement for fathers into our program. We provide training and support in areas of parenting, money management, general life skills, along with aiding fathers in connecting with community resources and services.

We plan activities that encourage meaningful father engagement and participation in their children's education. Some of the events for this year were Breakfast with Dad, continuous opportunities for fathers to volunteer and our annual spring event, The Father and Daughter Dance. This event showcases the importance of fathers and daughters having healthy and strong relationships.

Another continued focus is for our centers to become more father friendly by incorporating signage and pictures of male and children interaction and obtaining books that detail strong male figures. We will also continue to strengthen efforts of male inclusion by incorporating fathers in the enrollment process and family visits.

We hope to continue to build relationships within our community and with our partners that focus on fatherhood.



FAMILY & COMMUNITY SERVICES

The Family Services program area of Wilmington Head Start, Inc. is designed to provide support to the Family Service Advocates (FSA) who in turn provide support to our families. Each FSA provides case management services for all families 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. At the beginning of next school year a Back to School Bash will be held to provide our families with access to much needed community and health services. Each year we have our annual End of the Year Celebration, parent trainings and several focused fatherhood involvement activities.

We pride ourselves in having excellent relationships with 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 supplies. All of these services provide a much needed relief to the families that we serve.

Representatives from state and local community organizations visit and make presentations at our centers and the monthly parent meetings. Wilmington Head Start, Inc. has developed collaborations with several commercial and noncommercial daycare 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 and annually we participate in a live interview at the Wilmington Flower Market, these events are to showcase and educate the community about our preschool. A testament to our longevity is the relationships we have formed in our community.



FAMILY SERVICES

During the 2018 – 2019 program year Wilmington Head Start, Inc. provided services to a total of 551 children and their families. Each year we provide an array of capstone activities for our families such as: parenting education, ESL (English as a Second Language), father engagement, financial literacy and numerous volunteer opportunities. Some of the highlights from the year included:

- ❖ The End of the Year Celebration, which brings out over 600 children and families. This year we had a special visit from A Moment of Magic Foundation. This non-profit organization has college students volunteer and dress up as princesses and superhero's as a means of spreading joy to children.
- ❖ WHS received a generous donation of numerous knitted hats, gloves and scarves for our students from Volunteer Delaware 50+.
- ❖ An amazing 426 volunteers completed a total of 1991.70 volunteer hours within our program. One of our outstanding parents volunteered for a total of 252 hours.
- ❖ WHS successfully transitioned 232 children into kindergarten.
- ❖ U.S. Senators Tom Carper, Chris Coons and Congresswoman Lisa Blunt Rochester announced a \$2,774,036 grant award from the U.S. Department of Health and Human Services to Wilmington Head Start for their 2019 operating budget. Senator Tom Carper and Congresswoman Lisa Blunt Rochester also came and read to the students at the Leslie A. Johnson Center.
- ❖ The Honorable Judge Natalie J. Haskins, from New Castle County Family Court came and read to the students at the Leslie A. Johnson Center.



FAMILY EVENTS



TRANSPORTATION

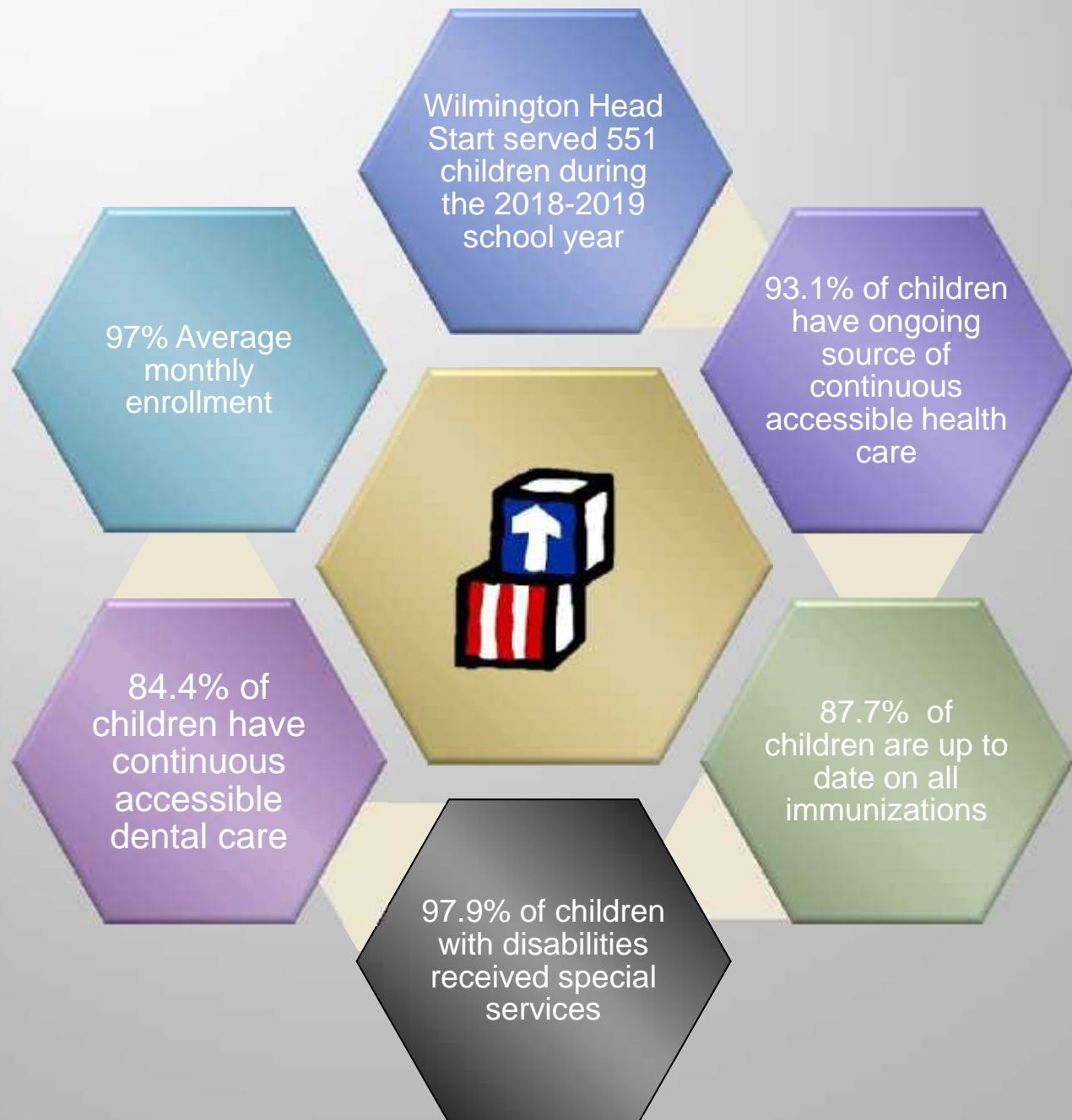
Wilmington Head Start, Inc. provides transportation services for 179 children. Bus stops are located throughout the city of Wilmington, including 35 commercial child care facilities. Each vehicle used to transport families is equipped with a communication system, a charged fire extinguisher, a first aid kit and seat belt cutters. Effective January 20, 2004, each agency providing transportation services must ensure that each vehicle used to transport children receiving such services is equipped for use of height- and weight-appropriate child safety restraint systems.

Currently WHS contracts with First Student Bus Service which provides our program with 4 buses to transport children to and from the centers. Vehicles used by WHS for transporting children must pass annual inspection by the State and have systematic preventive maintenance and daily pre-trip inspections by the driver. Each bus has a driver who is employed by First Student and WHS provides two or three bus monitors. Bus Monitors are trained on loading and unloading children. Bus Monitors also receive training on Child Safety Restraint Systems and evacuation procedures, use of special equipment, child release procedures and pre and post trip vehicle checks. Annually the bus drivers along with the bus monitors attend a one (1) day classroom and behind the wheel bus training hosted by a certified Transportation trainer.

WHS ensures that in planning fixed routes, the children's safety is the primary consideration. The time a child is on the bus will not exceed one (1) hour. Vehicles will not be loaded beyond the maximum number of passengers. Stops are located to eliminate the need for children to cross the street. If curbside pick-up or drop off is not possible, children will be escorted across the street by the Bus Monitor or an adult. If an alternate route must be taken the Bus Driver will notify the Transportation Manager and a Center Manager.



ACCOMPLISHMENTS



OUR CENTERS

ADMINISTRATIVE OFFICE KAREN F. PIERCE Executive Director kfpierce@wilmheadstart.org	100 West 10th St. Suite 1016 Wilmington, DE 19801	Tel. (302) 421-3620 Fax (302) 421-3623
LESLIE A. JOHNSON CENTER BRANDI JOHNSON Center Manager bjohnson@wilmheadstart.org CINDY LaMARRA Administrative Assistant clamarra@wilmheadstart.org	2401 Northeast Blvd. Wilmington, DE 19802	Tel. (302) 762-8038 Fax (302) 762-5678
VAN BUREN STREET CENTER SHARIESE MOORE Center Manager smoore@wilmheadstart.org	1021 West 3rd St. Wilmington, DE 19805	Tel. (302) 691-3584 Fax (302) 691-7321
WEST 3RD STREET CENTER KELLEN ANDERSON Interim-Center Manager kanderson@wilmheadstart.org	1021 West 3rd St. Wilmington, DE 19805	Tel. (302) 691-3764 Fax (302) 543-6021
WEST END CENTER NICOLE WILLIAMS Center Manager nwilliams@wilmheadstart.org	1725 West 8 th St. Wilmington, DE 19805	Tel. (302) 472-3452 Fax (302) 472-9485