



# HEAD START OF WASHINGTON COUNTY, INC.

## 2018-2019 ANNUAL REPORT

(Revised January 2020)

“All Head Start staff always make everyone appreciated at all times, such caring, loving people.”

Head Start Parent

## The Need for Head Start Services in Washington County, Maryland

Based on parent survey results and 2018 community assessment data parents are in need of quality full day care while they are working or attending school. Head Start of Washington County answered the need for longer child care hours, operating a six hour/five day per week schedule for all Head Start aged children. School readiness scores increased as children were provided additional time to focus on specific skills within the curriculum that enhance skills needed to succeed in school and life.



### Our Mission:

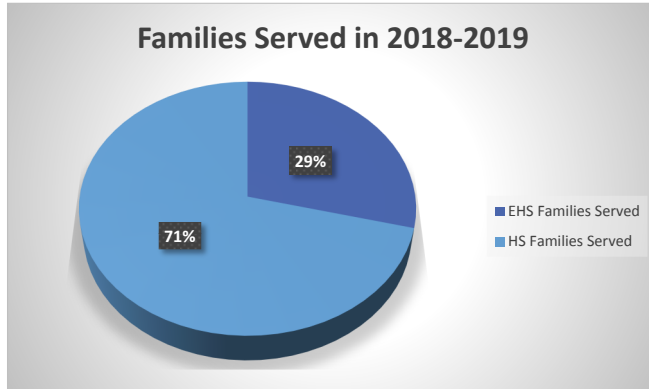
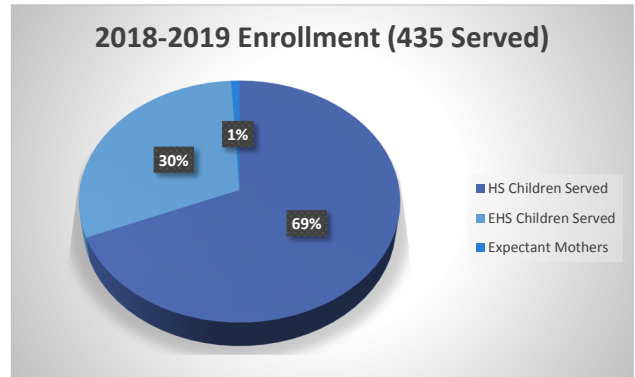
Head Start of Washington County, Inc. is dedicated to making a difference in our community through comprehensive child and family development services.

Our mission is to provide children with nurturing experiences, a strong foundation for developmental growth and opportunities to achieve school readiness.

We strive to empower families to take an active role in their child's development and to reach their full potential.

# Enrollment Information

The 2018-2019 school year at HSWC had funded enrollment of 369 Head Start slots and 111 Early Head Start slots. Services were provided in four facilities located throughout Washington County. Elgin Station Center provided full day, full year services to 34 Head Start children and 14 Early Head Start children. Noland Center provided Head Start services to 18 children. Martin Luther King Center provided services to 102 Head Start children (under-enrolled) and 28 Early Head Start children. The Sargent Shriver



Center provided Head Start services to 102 children and 22 Early Head Start children. In addition, we operated a Home Base program that served 6 Head Start children and 47 Early Head Start children.

Head Start is mandated to enroll at least 10% of children who have a professionally diagnosed disability. During the 2018-2019 school year, 15% of HSWC's Head Start children and 25% of HSWC's Early Head Start children had diagnosed disabilities.

In 2018-2019 weather played a huge role in parent engagement activities. However, we began hosting "breakfast clubs" and "coffee breaks" for parents that proved successful and will continue in 2019-2020. This parent led activity allowed flexibility, and networking among Head Start parents. In 2019 "social groups" will be initiated with Achieving True Self for social/emotional needs of children exhibiting behavior concerns in the classroom.



## Family Engagement Activities: 2018-2019

- August 2018 – Open Houses – 142 families attended
- September 2018 – Parent Orientations – 73 adults attended
- Love and Logic Fall- 15 adults participated
- October 2018 – Family Fall Fest, unfortunately cancelled due to inclement weather
- April 2019 (rescheduled from November 2018) – Male Involvement Night – 67 men and children attended
- Love and Logic Spring Session – 8 parents participated
- February 2019 – Financial Literacy classes – 8 parents attended the 5 week program
- March 2019 – Mental Health & Wellness Night – 89 adults and children attended
- April 2019 – Mom & Me event – 219 women and children attended

### UPDATE:

In June 2019, HSWC submitted a Change In Scope proposal to our funding source requesting a conversion of 34 Head Start slots to 16 EHS slots (2-two year old classrooms) and a reduction of 20 HS slots at the MLK Center to accommodate predominantly three year old classrooms. The Office of Head Start approved the request on 1/1/2020. Renovations to an empty classroom at MLK started on 2/3/2020 with an anticipated opening date for the EHS classrooms towards the end of February. Reducing the number of children in the current MLK Head Start classrooms and renovating space to enroll 16 additional two year olds will eliminate the under-enrollment issues that occurred during the 2018-2019 program year.

Month	EHS Enrollment (111)	% of funded enrollment (EHS)	HS Enrollment (369)	% of funded enrollment (HS)
<b>2019</b>				
September	111	100%	300	81%
October	111	100%	314	85%
November	111	100%	312	85%
December	111	100%	314	85%
<b>Change in Scope (approved 1/1/20)</b>	<b>EHS Enrollment (127)</b>	<b>% of funded enrollment (EHS)</b>	<b>HS Enrollment (315)</b>	<b>% of funded enrollment (HS)</b>
<b>2020</b>				
January	111	87%	315	100%
February (projected)	127	100%	315	100%
March (projected)	127	100%	315	100%

# Medical and Dental Program Information

The medical component of Head Start of Washington County ensures that the children enrolled in the program receive proper medical and dental treatment, are up to date on immunizations, find proper dental and medical homes and have health insurance. Part of the Early Head Start component is providing services to expectant mothers. Expectant mothers receive visits from a Home Base Teacher and are provided with information on delivering a healthy baby. Pre- and Post-Natal visits are conducted in conjunction with a registered nurse.

In order to promote good health practices in the classrooms, all meals (breakfast, lunch & snack) are approved by a Registered Dietitian and meet the nutritional guidelines set by CACFP. Activities are utilized to teach the children the value of healthy eating and exercise. Children are given daily opportunities to use their large muscles, teaching them the value of staying active through exercise. The combination of proper screening and treatments, nutritional meals, and exercise keeps children healthy while also teaching them important ideas and concepts about their health that help them both at school and home.

Performance Indicator	HS	EHS
% of children with a medical home	100%	100%
% of children with health insurance at the end of the program year	99%	98%
% of children diagnosed as needing medical attention	30%	18%
% of children receiving medical treatment	94%	83%
% of children with up to date immunizations	100%	98%



Performance Indicator	HS
% of children with a dental home	94%
% of preschool children completing professional dental exams	77%
% of preschool children needing professional dental treatment	13%
% of preschool children receiving dental treatment	83%

## 2018-2019 School Readiness Goals:

- Children will demonstrate positive approaches to learning to include attending and engaging, persistence, problem solving skills, curiosity, motivation, flexibility, and inventiveness in thinking.**
- Children will develop self-regulation skills to have positive social interactions to peers and adults and to follow expectations for an educational environment.**
- Children will understand and develop a progressively complex vocabulary. Children will demonstrate an awareness that language can be broken down into words, syllables, and smaller sounds.**
- Children will use mathematical skills to explore, experiment, question, and problem solve. Children will develop mathematical thinking skills to include counting, comparing, relating, and patterns.**
- Children will build and refine motor skills for such purposes such as movement, balancing, building, writing, and self-help skills. Children will demonstrate knowledge of positive health and safety practices.**

# Head Start Outcomes and Results

"I believe Head Start has prepared not only my children but me for the school system."  
Head Start parent

Head Start of Washington County uses the CLASS observation tool to monitor learning environments in all of its Head Start classrooms. CLASS (Classroom Assessment Scoring System) is an observation instrument that assesses the quality of teacher child interactions in center based preschool classrooms. CLASS includes 3 domains of interactions that support children’s learning and development: Emotional Support, Classroom Organization, and Instructional Support. Head Start of Washington County continues to meet or exceed the national average in all domain areas as evidenced in the chart below:

Head Start CLASS Score Averages																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Spring 2019 Average	Fall 2018 Average	Spring 2018 Average	National Average (2017)
Emotional Support	6.33	6.09	5.50	6.58	6.33	6.84	6.00	6.59	5.38	6.92	6.92	6.63	6.33	6.63	6.58	6.38	6.42	6.42	6.07
Classroom Organization	6.00	5.55	5.44	6.22	6.67	6.67	6.11	6.44	3.33	6.33	6.66	5.00	6.11	4.67	6.22	5.83	5.63	6.11	5.83
Instructional Support	3.45	3.67	4.67	6.22	5.45	6.11	3.66	5.78	2.17	2.67	5.22	2.33	4.22	2.33	5.22	4.21	3.71	3.74	3.00

Teaching Strategies GOLD is the online resource system that Head Start of Washington County utilized to track and assess the progress of all enrolled children during the 2018-2019 program year. The GOLD system is a research-based tool that allows teachers to input data, create documentation pieces, and assess children’s ongoing developmental progress. As teachers input children’s data and documentation, the GOLD system then calculates each child’s progression over six domains of learning (Social Emotional, Physical, Language, Cognitive, Literacy, and Mathematics). In 2018-2019 every Head Start classroom operated as extended day. Growth that was only exhibited in the Extended Duration classrooms in the 2017-2018 program year was seen throughout the program during 2018-2019. The chart below exhibits the growth program wide as children had the additional classroom time needed to practice and really learn fundamental concepts in preparation for kindergarten.

Domain	Fall 2018 HS Meeting/Exceeding (four year olds) revised 7/2019	Spring 2019 HS Meeting/Exceeding (four year olds)	Growth
Social Emotional	31%	88%	57%
Physical (Fine & Gross Motor)	68%	95%	27%
Language	42%	87%	45%
Cognitive	33%	89%	56%
Literacy	41%	91%	50%
Mathematics	12%	78%	66%



"My child has come a very long way since he first started school. He knows numbers, colors, shapes and we are working on letters."  
Head Start parent

# Financial Snapshot

Head Start and Early Head Start programs are required to obtain at least a 25% match of local in-kind or cash contributions for all federal dollars received. In-kind contributions are predominately space and/or volunteer hours by Head Start parents and/or members of the local community. Head Start and Early Head Start are very labor intensive programs with the major operational costs being personnel and fringe benefits for over 140 full and part time positions.

Over 480 children and families are being served in Washington County each year. However, waiting lists still exist, especially for Early Head Start (birth – age 3) where 100+ eligible children are currently waiting. Our newest center is named after R. Sargent Shriver and allows us the potential to combine offices with the Memorial Blvd. site to consolidate expenses and save money, should funding for renovations become available in the future.

Head Start of Washington County, Inc.’s administrative costs during this period were less than 9%, significantly lower than the 15% maximum permitted.

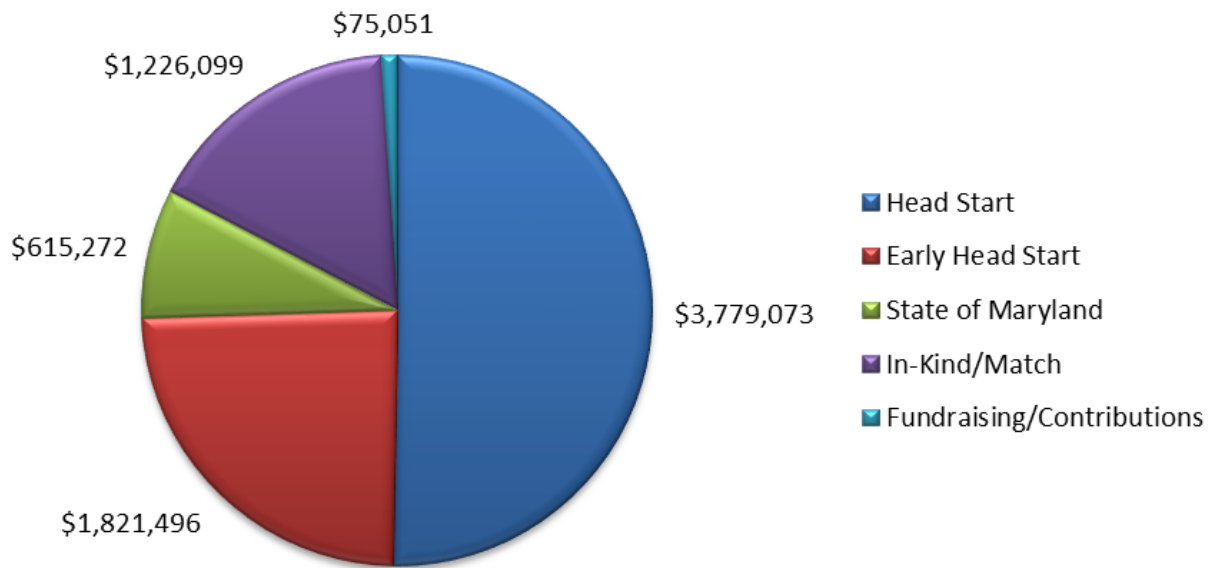
Results for most recent financial audit

The annual independent audit for fiscal year ending January 31, 2019 was conducted by Smith Elliott Kearns & Company, LLC. The firm issued a Qualified Opinion due to the accounting treatment of equipment, fixed assets, non-specialized volunteer in-kind hours, and encumbrances; however, they believe the financial statements present fairly, in all material respects, the financial position of Head Start of Washington County, Inc. as of January 31, 2019. A copy of the audit report is available for viewing upon request at 325 W. Memorial Blvd, Hagerstown, MD. The IRS Form 990 is available for viewing at 325 W. Memorial Blvd., Hagerstown, Maryland, upon request or on our website [www.headstartwashco.org](http://www.headstartwashco.org).

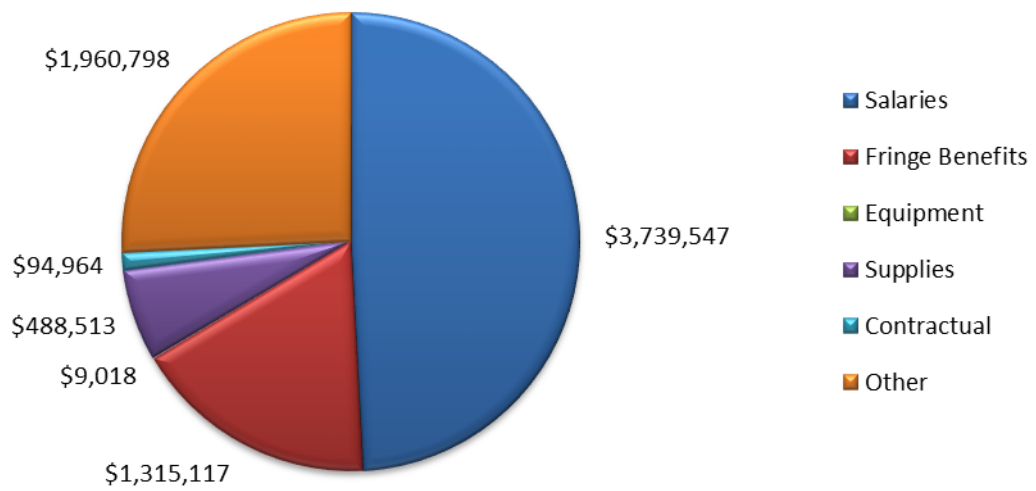
## *Proposed budget for fiscal year end January 31, 2020*

<b>Salaries</b>	\$4,001,454
<b>Fringe Benefits</b> - Sec125 and retirement benefits and mandatory federal and state withholdings	\$1,490,672
<b>Travel</b> - lodging and per diem for out of town conferences and meetings	\$15,850
<b>Equipment</b> – Playground equipment and steamer for food program	\$34,000
<b>Supplies</b> – Office, classroom, and food service supplies	\$457,030
<b>Contractual</b> – Audit fees, health/disabilities services, and training/technical assistance	\$73,686
<b>Other</b> – Rent, mortgage, and utilities/telephone; insurance; cleaning and repairs/maintenance; policy council and parent services; T&TA; local travel including transportation services	\$1,614,007
<b>Total Proposed Budget</b>	<b>\$7,686,699</b>

## Income - Fiscal Year 2019



## Expenditures - Fiscal Year 2019



### Board of Directors (effective 1/2020 )

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Board President

**Kent Matsumoto, Attorney**

Vice President-Legal Representative

**Emily Radaker , CPA\*\***

Fiscal Representative

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Early Childhood Specialist

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**Nicole Twigg, MS, SPHR, SHRM-SCP**

Community Member

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Community Member

**Ayodeji Badaki, Attorney \*\***

Legal Representative

**Dr. Lisa Miller**

Community Member

**Terri Lancaster**

Community Representative

**Kari Farrow**

Community Representative

**Dawn Evans**

Policy Council Chairperson

**Lakeisha Thrower \*\***

Policy Council Treasurer

\*\* Denotes Finance Committee Member

### Leadership Team (effective 1/2020)

**Vicki Robinson**

Executive Director

**Erica Parrotte**

Director of Programming

**Laura Harbaugh**

Director of Education

**Linda Blontz**

Director of Human Resources

**Rhonda Smith**

Director of Finance

**Cindy Perkowski**

Data & Grants Manager

**Tammy Keener**

Family Services Manager

**Eva Phillips**

Early Childhood Manager

**Kandyce Dorsey**

Early Childhood Manager

**Kathy O'Neil**

Early Childhood Manager

**Melissa McElroy**

Early Childhood Manager

**Jennifer Barrett**

Developmental Services Manager

**Donna Eby**

Health Manager

**Susie Danjoli**

Food Services Manager

**Erica Ahalt**

Transportation Manager

## Our Locations:

### Administrative Office:



325 West Memorial Blvd  
Hagerstown, MD 21740

### Noland Center:



1048 Noland Drive  
Hagerstown, MD 21740

### Martin Luther King Center:



131 West North Avenue  
Hagerstown, MD 21740

### Elgin Station Center:



40 Elgin Blvd  
Hagerstown, MD 21740

### Sargent Shriver Center:



837 Spruce Street  
Hagerstown, MD 21740