



ANNUAL REPORT
2013 - 2014



STEPHANIE RAWLINGS-BLAKE, Mayor
OLIVIA D. FARROW, Director
Mayor's Office of Human Services



SHANNON BURROUGHS-CAMPBELL
Executive Director, BCHS

Shared Governance 2013-2014

Governing Board

Ted Capshaw

President, Ted Capshaw and Associates, LLC

Reco Collins

PNC Bank

Louise Corwin

Executive Director, Ready at Five
*Early Childhood Development**

Charlene Ianonne-Campbell

Director of Early Learning, BCPS
*Early Childhood Development**

Bonnie Legro, Vice Chairperson

Senior Program Officer Education, Abell Foundation

Molly McGrath

Youth and Family Services

Melva Rodwell

Union Baptist Head Start
*Parent**

Stephen Richter, Secretary/Treasurer

Sr. Vice President/Credit Manager, PNC Bank
*Fiscal Management**

Seema Iyer

University of Baltimore

Harriet Johnson

Parent

Karen Johnson

Sr. Director, Family Advocacy & Supportive Services, EBDI
*Attorney**

Tamar Pair

University of Maryland, Baltimore
Past Policy Council Chair/Former Parent

Rebecca Dineen

Assistant Commissioner, City of Baltimore Health Dept.
Health Services

Diane Booker-Wallace

US Dream Academy

Cheryl Washington, Chairperson

Senior Director of Community and Human Services,
East Baltimore Development Inc.
Management

** Required Capacity*

Policy Council

Dayspring

Keia Alexander, *Secretary*
Jamaica Briley
Marvin Harrell, *Chairperson*
Mary Waters, *Assistant Secretary*

Emily Price Jones

Malika Coker
Shemia Lawson
Brittany Pollard
Melinda Steele

Martin Luther King Jr. Early Head Start

James Alderman
Ayana Bass

Metro Delta

Ian Davis
Stephanie Johnson
Eric Smith
Amy Williams

Morgan State University

LaTarshia Beasley
Annagale Watson

St. Bernardine's

Jamil Allen

St. Jerome's

Lynnell McNeil, *Parliamentarian*
Sharlene Wade

St. Veronica's

Crystal Oats
Tanica Rucker, *Treasurer*

St. Vincent de Paul

Marvina Greene
Harriett Johnson, *PC liaison for governing board*
Keisha McKenzie
Miguel Vincente
Ashley Washington

Umoja

Brittney Randall
Erika Pabon

Union Baptist

Melva Rodwell, *PC liaison for governing board*
Levon Smith, *Vice Chairperson*

Grantee

Shannon Burroughs-Campbell,
BCHS, *Executive Director*

Overview

During the 2013-2014 Program year, Baltimore City Head Start (BCHS) continued its mission to provide quality, comprehensive, early intervention services, inclusive of education, health, nutrition, social and other services throughout Baltimore City to the neediest children and families. In addition the program began implementation of its newly developed long term, three-year strategic plan goals based on the findings from the Community Assessment.

Mission

Baltimore City Head Start strengthens families by providing a seamless delivery of family focused, comprehensive services that ensure all eligible children, regardless of economic circumstances, have the opportunity for educational achievement and to have a happy and productive life.



Guiding Principles and Values

Baltimore City Head Start is committed to:

- Highest quality services to children and families
- Shared governance
- Effectiveness and efficiency
- Ensuring most resources go to direct services for children and families

Strategic Plan Goals (2012 - 2015)

1. Better serve the population of pregnant mothers and very young children from birth to age three
 - Increase partnerships and collaborations in communities to leverage resources geared to young children
 - Link to transitional activities/programs that target Head Start families
 - Assess internal capacity to directly serve this population
 - Explore ways to increase funding for serving young children through private sources and grants
 - Identify and respond to the growing needs of the Hispanic/ESL population
2. Leverage resources to offset flat and reduced funding at the federal and state levels
 - Create a plan to address aging facilities
 - Explore ways to partner and collaborate with other Pre-K providers to share services
 - Create a development process, staff and training to increase fundraising capacity at each delegate and within each Grantee Office
 - Restructure the BCHS finance function to increase efficiencies and accuracy of fiscal reporting and accountability
 - Implement a process for acquiring and managing appropriate grant opportunities
 - Upgrade technological tools and integrate disparate databases to streamline administrative processes
3. Increase capacity to meet both mandated and desired outcomes for Head Start Families
 - Implement quality performance measures for delegates to ensure a focus on outcomes
 - Align Head Start standards with city and state benchmarks of successful families
 - Explore solutions to pay equity issues among delegates and staff
 - Create and implement a communication plan for dissemination of information

Program Design



Baltimore City Head Start (BCHS), Grantee since 1965 under the Mayor and City Council and the Mayor's Office of Human Services (MOHS) since July 2012, spent the last year preparing the agency for its big transition from an indefinite grant cycle to a new 5-year grant cycle beginning in FY 2014-2015 as directed by Office of Head Start (OHS) in accordance with Section 641 of the Improving Head Start for School Readiness Act of 2007.

BCHS remained one of the largest programs in Region III at the end of FY 2013-2014 and included 11 delegate agencies that were contracted to operate 10 Head Start Programs (serving 3-5 year olds) and one Early Head Start Program (serving 0-3 year olds) across 70 sites and 200 classrooms. Although funded to serve 3,567, in FY 2013-2014, Baltimore City Head Start actually served a total of 4,209 (4198 children and 11 pregnant women). The delegate programs maintained an average monthly enrollment of 99% throughout the year.

Delegate	Programs & Funded Enrollment 2013-2014
1. Y of Central Maryland	Emily Price Jones HS (338)
2. Dayspring Programs, Inc	Dayspring HS (500)
3. Associated Catholic Charities	St. Jerome's HS (276)
4. Union Baptist Church	Union Baptist-Harvey Johnson HS (214)
5. Baltimore Metropolitan Chapter of Delta Sigma Theta Sorority	Metro Delta HS (312)
6. St. Bernardine's Roman Catholic Church	St. Bernardine's HS (191)
7. St. Vincent de Paul Society of Baltimore	St. Vincent de Paul HS (877)
8. Morgan State University	Morgan State University HS (224)
9. Unity United Methodist Church	Umoja HS (187)
10. St. Veronica's Catholic Church	St. Veronica's HS (289)
11. The Johns Hopkins Hospital	Martin Luther King, Jr. EHS (184)

Monthly Enrollment		
Funded Enrollment	3567	
Sept 2013	3465	97.14%
Oct	3567	100.00%
Nov	3567	100.00%
Dec	3567	100.28%
Jan	3567	100.00%
Feb	3567	100.00%
Mar	3567	100.00%
Apr	3567	100.00%
May 2014	3553	99.61%
% Average Monthly Enrollment		99.64%

Early Childhood Education

Preparing Children for Kindergarten.

Baltimore City Head Start utilizes the Creative Curriculum for Preschool in the majority of its classrooms. The Maryland Model for School Readiness (MMSR) which is closely aligned with the Head Start Child Outcomes, provides a framework for best practices in early care and education programs throughout the state. Through the MMSR, teachers gain an in-depth understanding of children’s learning potential. Children and their families benefit from the clear communication about what children need to learn to be successful in school.

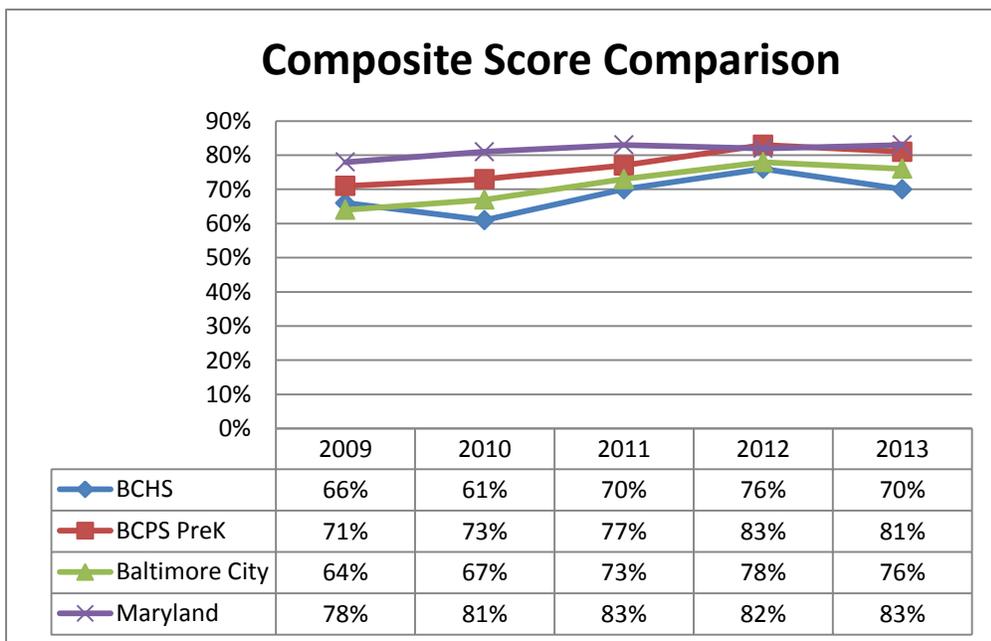
Head Start teachers document observations for each child and individualize their teaching to meet the individual needs weekly. Children’s skills and abilities are evaluated three times per year in all developmental areas and assessment information is shared with parents.



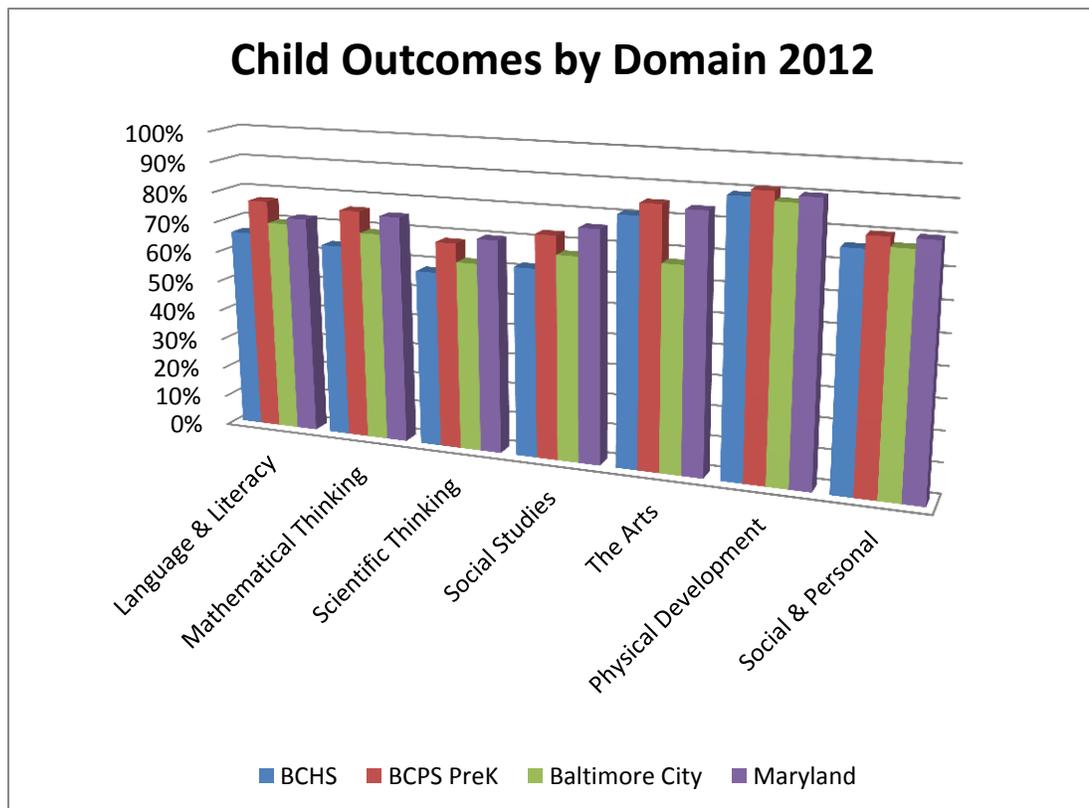
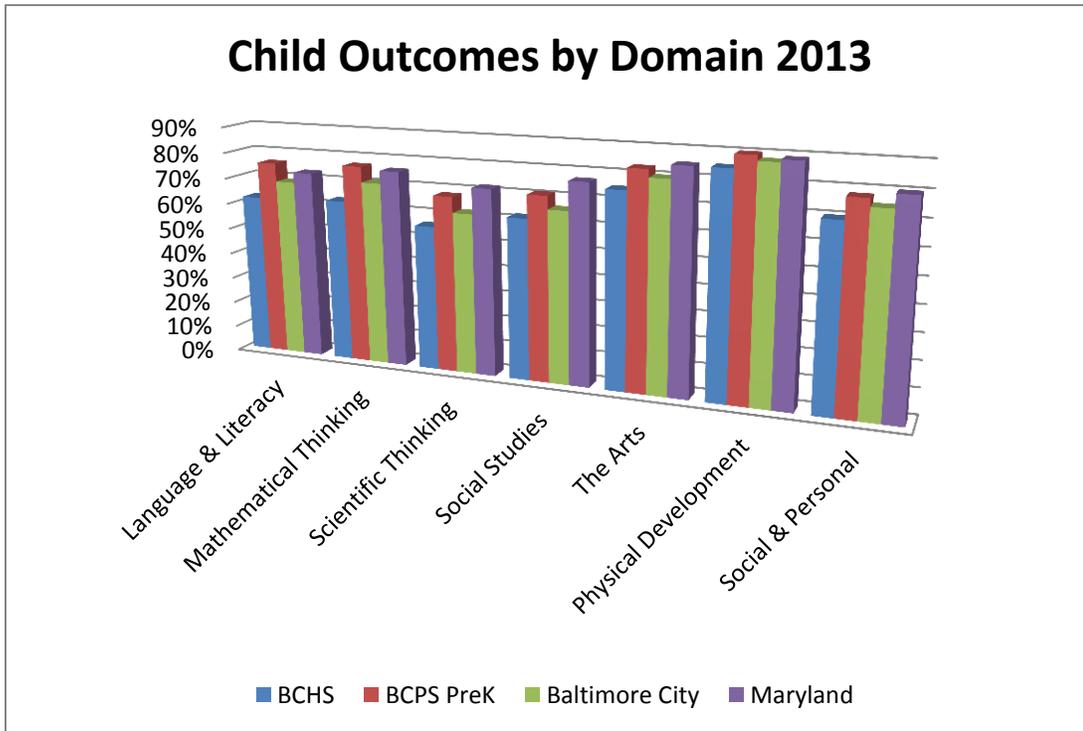
Kindergarten teachers evaluate students during the first few weeks of the kindergarten year and report their ratings by the end of November to Maryland State Department of Education (MSDE). The data is included in the report to the General Assembly on the level of school readiness statewide.

Child Outcomes

Based on a Head Start sample size of 689 in the MSDE School Readiness Results for Fall 2013 (FY 2012 – 2013), 70% of the children who transitioned from BCHS Programs to public schools and assessed by the kindergarten teachers, were found to be performing at a level of full readiness by their composite scores. This percentage was a decrease of 6% from the previous year’s total of 76%.



Decreases were also seen across domain areas (social and personal, language and literacy, mathematical thinking, scientific thinking, social studies, the arts, physical development). The largest areas for concern were Social and Personal (75%) and the Arts (80%) FY13-14, BCHS will be continuing to employ strategies to improve outcomes in the specific areas of language and literacy (66%), mathematical thinking (64%), Scientific Thinking (58%) and Social Studies (62%).



Child Health and Developmental Services

Health Outcomes

Medical

As required by the program’s Performance Standards, Baltimore City Head Start ensures that children are screened for developmental, sensory, and behavioral concerns within 45 days of entering the program and that a determination is made within 90 days whether children are up-to-date on Maryland’s EPSDT schedule (Early and Periodic Screening, Diagnostic and Treatment) of preventive and primary health care, including medical, dental and mental health. In FY 2013-2014, 87.95% of the children who entered the program were screened for medical conditions, 33% of whom were diagnosed with chronic conditions needing medical treatment.

BCHS staff follows up with families to assure that they secure further diagnosis and treatment for their children, track all services Head Start children receive, and individualize how the program and staff respond to each child’s health and developmental needs. Of the children diagnosed as needing medical treatment during the year, 84% received treatment for a variety of conditions, including asthma, anemia, vision problems, hearing difficulties, and high lead levels.

Dental

Poor dental health is also a major concern among low income families. 54.6% (2152) of enrolled 3-5 year old children in 13-14 completed a dental exam. 70% of the 542 Head Start children who were diagnosed as needing dental treatment received it.



Medical Screenings and Follow up Services	# of children	% of children
Children who received medical screening in BCBS for 2013 - 2014	3702	87.95%
Children who needed medical treatment of those screened	1204	32.52%
Children who received follow up services of those needing treatment	1015	84.30%
<ul style="list-style-type: none"> Asthma 	464	45.71%
<ul style="list-style-type: none"> Vision Problems 	36	3.55%
<ul style="list-style-type: none"> Anemia 	10	0.99%
<ul style="list-style-type: none"> High Lead Levels 	17	1.75%
<ul style="list-style-type: none"> Hearing difficulties 	5	0.49%
<ul style="list-style-type: none"> Diabetes 	4	0.39%

Mental Health

Early detection and treatment of mental health issues can be extremely beneficial in helping families alleviate future suffering, lead high quality, productive lives, and decrease cost to society. Head Start provides an important opportunity to provide access to mental health services. In 13-14 for 12% of enrolled BCHS children, a mental health professional consulted with the program staff about the child’s behavior, and for 38% of these children, the mental health professional provided three or more consultations with program staff. Likewise for 12%, a mental health professional consulted with the parents about the child’s behavior, and for 34% of these children, the mental health professional provided three or more consultations with the parents. 4% of enrolled BCHS children received an individual mental health assessment. Only 14 children were referred for mental health services outside of the program and half of them received mental health services.

Disabilities

The Head Start Act requires that at least 10% of the total number of enrollment opportunities be available to children with disabilities. In fiscal year 2013-2014 10% of BCHS children were diagnosed with having a disability: 342 preschoolers in Head Start had an IEP, and 45 infants and toddlers in Early Head Start had an IFSP. 100% of these children received special services.

Disability Determination and Special Services	# of children	% of children
Children determined to have a disability in BCHS	432	10%
Most significant disability for which BCHS children received services:		
• Speech or language impairments	336	77.78%
• Non-categorical/developmental delay	42	9.72%
• Autism	6	1.39%
• Health impairment	1	0.23%
• Orthopedic impairment	1	0.23%
• Emotional disturbance	1	0.23%

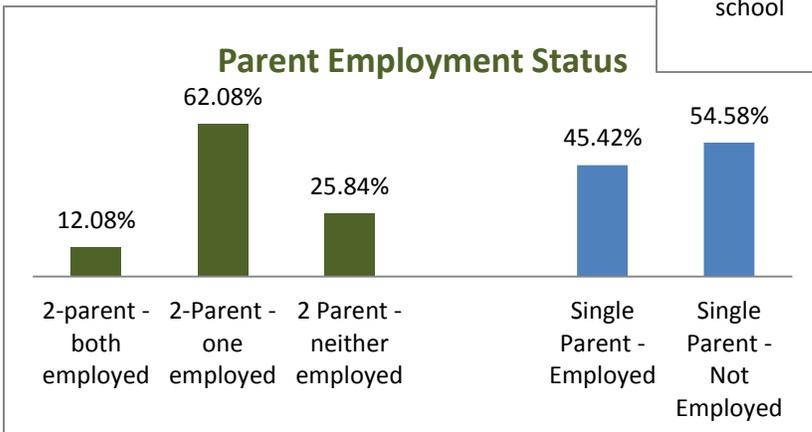
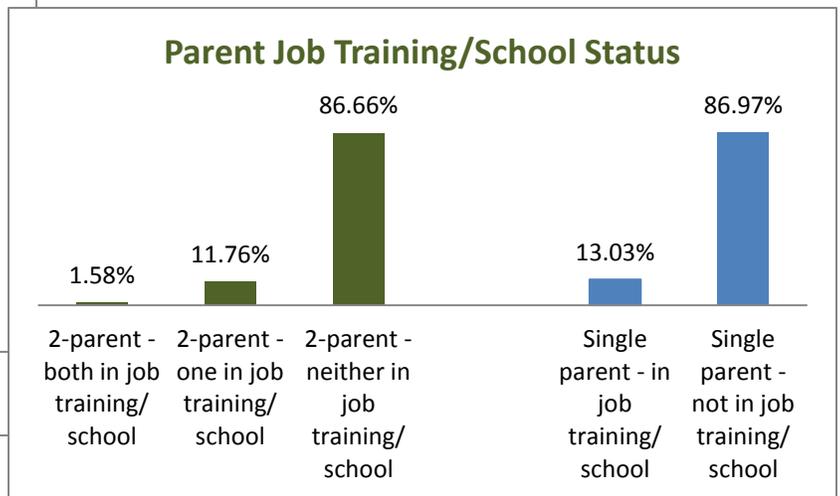
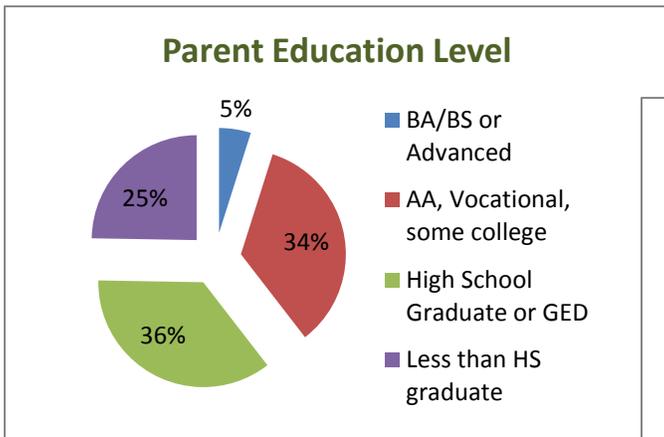
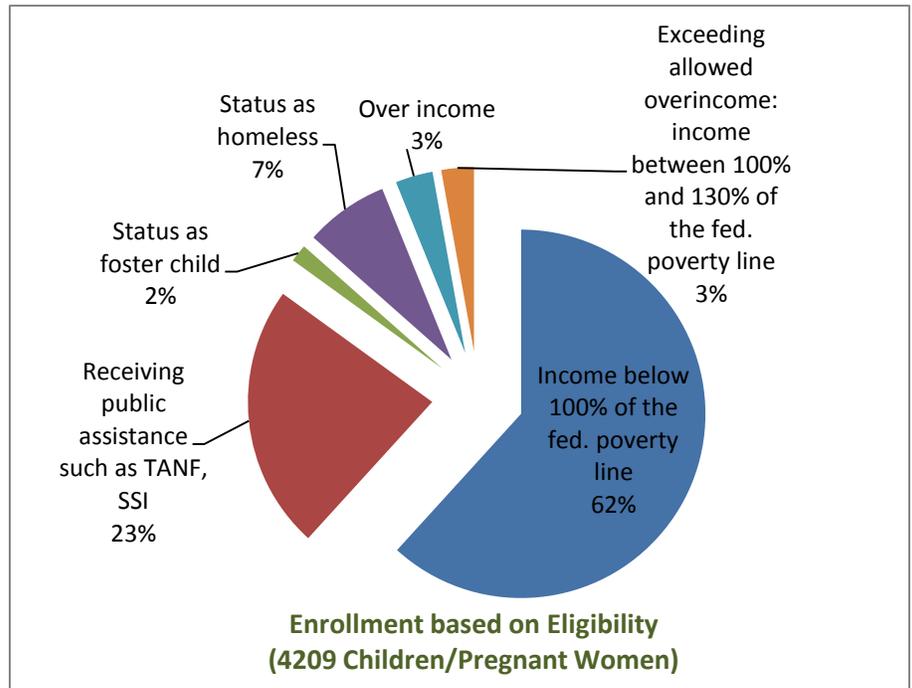


Family & Community Engagement

Head Start and Early Head Start services are designed to strengthen families and to help them break the cycle of poverty. To do this, BCHS not only works to improve child development, but also focuses on the well being of families by providing health, parental involvement, nutrition, and social support services.

The majority of the children served by BCHS in FY13-14 came from low income households, which means that a family of four for instance earned less than \$23,850 a year.

Parent Education and employment status is of particular importance to BCHS. BCHS works with families to help them secure job training, enroll in school and to seek employment opportunities.



Two-Parent Families Served – 952
Single-Parent Families Served – 3032

Parent Involvement

To ensure success of our children and families, parents are taught that they are their child's first teacher and are encouraged to become involved both at home and in the program.

Parents participate in parent/ teacher conferences, volunteer in the classroom, and participate on classroom and policy committees or council as leaders. Engaging at the program level allows them to discuss issues and share ideas with staff that help strengthen the program. On the Policy Council at the grantee level, parent representatives from each program attend monthly Policy Council meetings and vote on many of the important decisions affecting the entire agency.

Parents are active on advisory committees and on committees that focus on specific issues affecting the program, such as health, education or male involvement. As classroom volunteers they work with children on art activities, read to them individually or in small groups, help during meals or transitions, chaperone on field trips, present to their child's classrooms and more. In FY13-14, 5,230 individuals volunteered in the program in some capacity, 70% of whom were current or former parents or guardian, and 28% of whom were male.

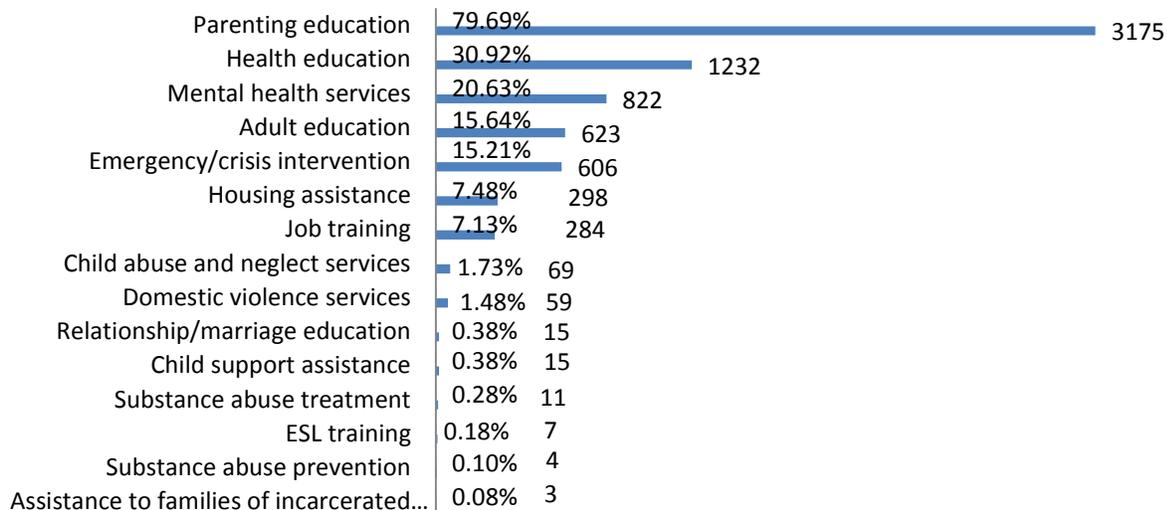


Family Outcomes

Baltimore City Head Start coordinates with other agencies to support parents in identifying and accomplishing their goals. Staff work with parents to develop family partnership agreements that identify goals, responsibilities, timetables and strategies for achieving these goals. Head Start helps families access necessary support services either directly or through referrals. In 2013-2014 the services most often received by the 3,984 families served included parenting education, health education, mental health services, adult education emergency/crisis intervention, housing assistance, and job training.



Services most often received by families 2013-2014



Financial Information

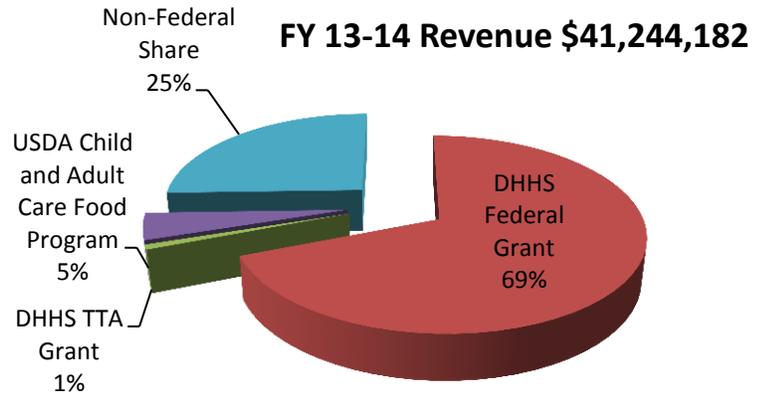
BCHS Revenue FY2013-2014

Federal

DHHS Federal Grant	\$ 28,523,653
DHHS TTA Grant	\$ 338,047
USDA Child and Adult Care Food Program	\$ 1,863,524
Total Federal	\$ 41,224,182

Non-Federal

MSDE State Supplemental Grant	\$ 594,711
MSDE State Supplemental Grant	\$ 913,995
Volunteer & Other Contributions	\$ 9,010,252
Total Non-Federal	\$ 10,518,958
TOTAL REVENUE	\$ 41,244,182



BCHS Budgetary Expenditure FY2013 – 2014

Personnel

Child Health and Development	\$ 11,580,363
Family & Community Partnerships	\$ 2,903,542
Program Design & Management	\$ 2,047,951
Other Personnel	\$ 219,323
Total Personnel	\$ 16,751,179

Fringe

Head Start Grantee	\$ 195,833
Head Start	\$ 3,826,593
Early Head Start	\$ 507,836
Total Fringe	\$ 4,530,262

Supplies/Equipment

Head Start Grantee	\$ 66,622
Head Start	\$ 671,499
Early Head Start	\$ 54,014
Total Supplies/Equipment	\$ 792,135

Contractual

Head Start Grantee	\$ 299,951
Head Start	\$ 743,008
Early Head Start	\$ 77,388
Total Contractual	\$ 1,120,347

Training & Professional Dev.

Head Start	\$ 271,802
Early Head Start	\$ 66,245
Total Training & Prof. Dev	\$ 338,047

Other

Head Start Grantee	\$ 987,196
Head Start	\$ 3,902,827
Early Head Start	\$ 373,462
Total Other	\$ 5,263,485
TOTAL EXPENDITURE	\$ 28,795,455

BCHS Proposed Budget FY2014 – 2015

Personnel

Child Health and Development	\$ 2,840,542
Family & Community Partnerships	\$ 734,731
Program Design & Management	\$ 687,855
Other Personnel	\$ 114,494
Total Personnel	\$ 4,377,622

Fringe

Head Start Grantee	\$ 107,845
Head Start	\$ 1,061,473
Total Fringe	\$ 1,169,318

Supplies/Equipment

Head Start Grantee	\$ 62,600
Head Start	\$ 117,524
Total Supplies/Equipment	\$ 686,473

Contractual

Head Start Grantee	\$ 97,925
Head Start	\$ 172,450
Total Contractual	\$ 270,375

Training & Professional Dev.

Head Start	\$ 75,194
Total Training & Prof. Dev	\$ 75,194

Other

Head Start Grantee	\$ 362,316
Head Start	\$ 776,129
Total Other	\$ 1,138,445
TOTAL BUDGET	\$ 7,211,078

Federal Review

In accordance with the Head Start Act, to determine whether the program meets standards established with respect to program, administrative, financial management and other requirements, and in order to help programs identify areas for improvement and areas of strengths as part of their ongoing self-assessment process, a full review, including use of a risk-based assessment approach is conducted every three years by the Office of Head Start. Baltimore City Head Start had its last triennial review in March 2010. All issues identified in the review were corrected as of March 2011.

Financial audit

Head Start has completed its annual financial audit for FY2013. The City of Baltimore, Department of Audits conducts the CACFR and A-133. There were no findings. Executive summaries as well as complete versions of recently issued reports can be found at <http://www.comptroller.baltimorecity.gov/Audits.html>.

