



Head Start & Early Head Start FY 2020 Annual Report

May 2020 - April 2021

EOAC Mission: To serve people in need with compassion and dignity, help those who can to achieve economic independence, and ease the pain of poverty barriers.

Ben Perry, Chair
EOAC Governing Board

Dorothy Marsteller, Executive Director
EOAC

Cassandra Bianchi, Chief Financial Officer
EOAC

Terronga Weaver, Policy Council Chair
EOAC Head Start 0-5

Susanne Wilson, Director
EOAC Head Start 0-5

Bridget Montgomery, Assistant Director
EOAC Head Start 0-5

Rosie Sanders, Administrative Services Manager
EOAC Head Start 0-5

Dolores Garcia, Compliance Officer
EOAC Head Start 0-5

Evelyn Jordan, Health Services Manager
EOAC Head Start 0-5

Maria Rincon, Nutrition Services Manager
EOAC Head Start 0-5

Kim Sheehy, Education Services Manager
EOAC Head Start 0-5

Mary Bowden, Special Services Manager
EOAC Head Start 0-5

Karmeshia Miller, ERSEA Manager
EOAC Head Start 0-5

LaTonya Mathis, Family & Community Partnerships Manager
EOAC Head Start 0-5

EOAC Head Start
500 Franklin Avenue
Waco, Texas 76701
254-753-0331



EOAC Head Start 0-5 Mission:
To provide quality individualized comprehensive services that empower children, families, and staff from diverse backgrounds to be their best.

Website: www.eoacwaco.org

Facebook: EOAC Waco: Changing Lives

FY 2020 Budget (5/1/20–4/30/21)

	Budget	Actual
Federal Award-Head Start Operations <i>Includes \$335,705 COLA (07/02/20)</i>	\$ 6,175,049.00	\$ 6,088,704.38
Federal Award-Head Start T/TA	\$ 73,530.00	\$ 35,641.49
Federal Award-EHS Operations <i>Includes \$78,004 COLA (07/02/20)</i>	\$ 1,928,615.00	\$ 1,666,050.90
Federal Award-EHS T/TA	\$ 33,309.00	\$ 11,138.25
Required Non-Federal Share (NFS)	\$ 1,949,199.00	Waiver approved \$ 800,000.00
COVID-19 Head Start Supplement (07/02/20)	\$ 723,259.00	\$ 456,057.97
COVID-19 EHS Supplement (07/02/20)	\$ 98,426.00	
COLA & COVID-19 Required NFS	Waiver requested	Waiver approved

9/1/2020 - 8/31/2021

USDA CACFP Reimbursement	\$ 776,093.32	\$ 336,316.86
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FY 2021 Budget Projections (5/1/21–4/30/22)

	Budget	Actual
Federal Award-Head Start Operations	\$ 6,033,317.00	
Federal Award- Head Start T/TA	\$ 73,530.00	
Federal Award-EHS Operations	\$ 2,070,347.00	
Federal Award-EHS T/TA	\$ 33,309.00	
Required Non-Federal Share	\$ 2,052,626.00	
Sale of Fixed Asset - June 2021	\$ 0.00	\$ 700.00

9/1/2021 - 8/31/2022

USDA CACFP Reimbursement	\$785,003.44	
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Annual Financial Audit

The EOAC Annual Financial Audit Report for the period 5/1/2020 – 08/31/2021 will be presented in January 2022 and will be available for viewing at

<https://www.eoacwaco.org/administration/agency-financial-audit-reports/>

In October 2021, we had an unfortunate loss in our program with the passing of Ms. Terronga Weaver, our Policy Council Chair. Ms. Weaver was also a member of the EOAC Governing Board and sat on the Executive Committee as the Head Start Policy Council Representative. She was a strong advocate who was involved in the Head Start program for many years. She was an incredibly helpful, involved, and giving person. She was present at meetings even if it meant she had to work and conduct the meeting at the same time. She took the time to explain to parents the importance of their role on the Policy Council, how to read the by-laws, and advocated for their involvement in the program. She could also make us all laugh with her wonderful sense of humor! She was a joy and will be greatly missed.



RESULTS OF MOST RECENT FEDERAL MONITORING REVIEW

The Administration for Children and Families (ACF) conducted a Focus Area One (FA1) monitoring review from November 4, 2019, to November 8, 2019. The performance summary is available in the 2019-2020 Annual Report.

COVID-19

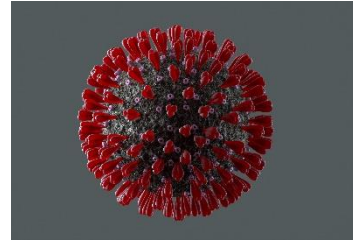
The COVID-19 pandemic brought with it many challenges and much fear. Nevertheless, the well-being of children, families, and staff remained a priority.

- COVID funds were used to purchase temperature scanners to ensure all who entered our centers had their temperature taken. The device also alerted the individual to put on a mask.
- COVID funds also allowed the program to purchase personal protective equipment, including aprons, masks, gloves, and hand sanitizer, and made available at every center.
- More frequent hand-washing and social distancing were practiced.
- The program start date was delayed by three weeks though we were still able to keep our calendar aligned with the ISD calendar.
- To transition into a pandemic never previously experienced, the program started the year with staggered attendance to allow for social distancing: two separate groups attended weekly with each group attending two days per week. One day per week was used as a teacher workday/mental health day and thoroughly disinfect the classrooms.
- Families were offered the option for their child to attend in-person or virtually.
- Beginning in October, in-person instruction started five days per week with the option for families to participate virtually.
- Enrollment for the year was low. Low enrollment allowed group sizes in Head Start to remain at 10 to support social distancing.



The nutrition team with some of the many to-go meals they prepared for families.

- If/when the classroom had a COVID-19 outbreak, it was closed for ten-14 days, and instruction was provided virtually. December and January were the months with the highest number of COVID-19 classroom closures with close to half of the classrooms closed. By May, the program did not have any classroom closures due to COVID-19. To support staff mental wellness, the Board allowed all staff to be off during holiday breaks (Thanksgiving & Christmas).
- To ensure children had a nutritious meal, the nutrition team prepared and sent meals home for children who were attending school virtually. Weekend meals were also prepared and sent home with children on a weekly basis.
- Since toothbrushing was postponed, toothbrushes and dental education were sent home with children.



WINTER STORM URI



Winter Storm Uri presented itself in Texas in mid-February 2021. EOAC Head Start 0-5 closed all centers for in-person instruction Friday, 2/12 through Friday, 2/19. Virtual learning was provided if/when possible as many staff and families had no power and/or water. Most centers and collaboration Sites re-opened on Monday, February 22nd. Of our 7 centers, only one had a pipe break (under the facility). Two centers had to remain closed for 1 and 2 additional days due to water issues. Of our 7 collaborative jumpstart classrooms, only 2 classrooms had to remain closed the week of 2/22 due to building issues. Virtual instruction was provided at each of these locations until the classroom could re-open.



In March 2021, the Texas Department of Agriculture Child and Adult Care Food Program (CACFP) completed a review of EOAC. The program did not receive any findings. The Nutrition Manager was commended on the organization of documents and reviewers were impressed with the kitchen at our Thurman E. Dorsey Head Start Center. A reviewer commented it was the “best review yet”. Many thanks to Ms. Rincon and her nutrition team for their tireless efforts to ensure our program delivers excellent food services.



Since May 2016, Texas State Technical College (TSTC) generously allowed EOAC to lease a wonderful classroom space in which we were able to provide Head Start services to children of TSTC students. Unfortunately, the college had other plans for the space, and our lease ended in December 2020. Fortunately, children were able to transfer to our Woodrow Logan Head Start Center which is less than 2 miles away. Thank you for the opportunity TSTC!



2020-2021 EOAC Head Start and Early Head Start Centers/Sites

Centers in McLennan County	Collaborative Classrooms in McLennan County	Centers in Falls County
<p>Johnette Hicks Early Head Start & Head Start 510 S. 12th St., Waco, TX 76706 <i>Mary Major, Site Manager</i> 254-754-5641</p> <p>Mart Head Start 402 S. Main St., Mart, TX 76664 <i>Kim Sheehy, Site Manager</i> 254-876-2071</p> <p>Moody Head Start 300 Avenue B, Moody, TX 76557 <i>Cinda Bradford, Site Manager</i> 254-853-3165</p> <p>Spirit of Love Early Head Start 2201 N. 18th St. Waco, TX 76708 <i>Cinda Bradford, Site Manager</i> 254-235-0051</p> <p>Thurman E. Dorsey Head Start 3221 Speight Avenue, Waco, TX 76711 <i>Normie Fornols, Site Manager</i> <i>Jaqueline Weaver, Assistant Site Manager</i> 254-753-5324</p> <p>TSTC Head Start 201 15th Street Bldg. #45-18, Waco, TX 76705 <i>Mary Schroeder, Site Manager</i></p> <p>Woodrow Logan Head Start 3510 Latimer, Waco, TX 76705 <i>Linda Jaramillo, Site Manager</i> 254-412-0313</p>	<p>EOAC Waco Charter School 615 N. 25th Street, Waco, TX 76707 254-754-8169</p> <p>Harmony Science Academy 1900 N Valley Mills Dr, Waco, TX 76710 254-751-7878</p> <p>Waco ISD South Waco Elementary 2104 Gurley Lane, Waco, TX 76706 254-753-6802</p> <p>Waco ISD West Ave. Elementary 1101 N. 15th Street, Waco, TX 76707 254-750-3900</p> <p><i>Mary Schroeder, Collaboration Site Manager</i></p>	<p>Marlin Early Head Start & Early Head Start FM 147 & State Highway 6 Marlin Texas 76661 <i>Claudette Mueller, Site Manager</i> 254-803-9905</p>

PARENT INVOLVEMENT ACTIVITIES

Family Services and Parent Engagement Activities	Parent Training	Education Information Shared with Parents
<ul style="list-style-type: none"> • Parent Committees at each center elected representatives and met regularly via zoom • Policy Council elected officers and met monthly via zoom • Home Visits & parent-teacher conferences were held at least twice per year, mostly outside the home due to the pandemic 	<ul style="list-style-type: none"> • Ready Rosie Parenting curriculum • Learning Genie • Nutrition Parent Training • Car seat safety • CPR/First Aid • School Readiness • Health Fair- • COVID-19 resources • Zoom and tablet training 	<ul style="list-style-type: none"> • GED/ESL • College Courses • Library Cards • CNA/HVAC license • Truck driving/Barber License

COMMUNITY COLLABORATIONS & SUPPORT

EOAC Head Start is fortunate to have the opportunity to collaborate with local education agencies including EOAC Waco Charter School, Harmony Science Academy, and Waco Independent School District. In this collaboration, four-year-old children are dually enrolled in both the school district pre-k as well as EOAC Head Start. Bachelor degreed Head Start teachers work collaboratively with certified District teachers in pre-k classrooms located in the school building. Working together maximizes resources and joins efforts to support the whole child to enter Kindergarten ready to succeed. Several EOAC Head Start teachers have received employee of the month at the various collaboration locations. Local school districts also work with us to coordinate services for children with developmental, speech, and physical delays and disabilities.



EOAC collaborations also include partnerships with local service providers in our communities including:

- McClennan County Emergency Management supplied us with over 10,000 masks, many cases of gloves, cases of hand sanitizer, and gallons of cleaning solution,
- Waco Founder Lions Club provided free vision screenings for children,
- Ace Dental and Belmead Children Services supported efforts to provide dental screening and follow up,
- Myer Community Medical Clinic supported our families with free medical & dental checkups,
- The Waco Health Department supported our program with a variety of training events for our parents,
- Community participants in the health & wellness industry participated in our Quarterly Health Advisory Committee meetings including Bosque Valley Children's Services, Care Options for Kids, Hope & Believe, Waco Health Department, Texas Health Steps and Family Health & Dental Center,
- Baylor University Applied Behavior Analysis Graduate Program and School Psychology Partnership Grant provided graduate and doctorate level students who conducted classroom observations, mental health consults for staff and families who needed extra support, wrote behavior plans for children, and provided training for our teachers and site managers,
- Klaras Center for Children worked with us to support our infants and toddlers with developmental delays.

Community businesses also supported our program in a variety of ways:

- Mrs. Texas, Ashley Beard, read to the children at our Thurman E. Dorsey Center,
- Paula Horn from Lollipop's Sweet Treats in Robinson baked goods for our teachers and made special days extra special for them,
- Baylor provided Christmas gifts for our children through their Santa's workshop,
- Poppa Rollo's Pizza donated pizza to both our parent meetings and activities,
- Sonny Juarez from Fidelis Lodge (Masons) and Shriners donated funds for our families at Thurman E. Dorsey for the Christmas holiday.

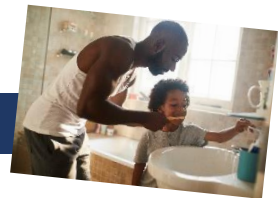
TOTAL NUMBER OF CHILDREN AND FAMILIES SERVED

In the 2020-2021 program year, the COVID-19 pandemic significantly impacted enrollment in EOAC Head Start 0-5. EOAC served 703 families and 750 children (including families who left the program during the year).

In fall 2020, the program received approval for the conversion of 54 Head Start slots to 16 Early Head Start (EHS) slots. In September 2020, funded enrollment changed from 823 to 769 in Head Start and 112 to 128 in EHS.

	Head Start	Early Head Start
DHHS Funded Slots	769	128
Number of Children Served*	588	162
Number of Families Served*	552	151
Average Monthly Enrollment (as a percentage of funded enrollment)	63%	84%
Percentage of Eligible Children Served	88%	92%
Number of children who left the program during the program year who were enrolled less than 45 days:	32	14

*Includes families who left the program during the year



HEALTH SCREENINGS

- Height and Weight of each child are assessed within 45 days of the child's start date in the program.
- Families are connected to a medical and dental provider to receive health services including vision, hearing, dental and medical screenings within 90 days of the child's start date in the program.

THE PERCENTAGE OF ENROLLED CHILDREN THAT RECEIVED MEDICAL AND DENTAL EXAMS

<u>Medical Exams (Well Child Exams/Physicals)</u>	# of children	% of children	% of total children minus children < 45 days
Head Start	466	79%	84%
Early Head Start	133	82%	90%
<u>Dental Exams</u>			
Head Start	386	66%	69%
Early Head Start (6 months of age and older)	92	57%	62%

DEVELOPMENTAL SCREENING AND ASSESSMENT

EOAC Head Start 0-5 uses research-based tools to screen for developmental concerns and track the progress of growth and development.



Screening

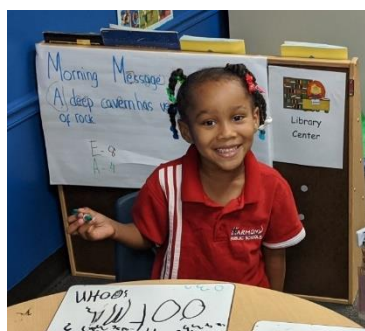
- **Developmental screenings** - completed within 45 days of a child's start date in both the Early Head Start and Head Start program utilizing the Ages and Stages (ASQ3) Questionnaire.
- **Social-Emotional screenings** - completed within 45 days of a child's start date in both the Early Head Start and Head Start program utilizing the Ages and Stages -Social-Emotional (ASQ-SE) Questionnaire. Screenings are completed based on the Texas Periodicity Schedule.

Referrals: If a screening demonstrates a need for referral, infants and toddlers are referred, with parental approval, to Klaras Children's Center Early Childhood Intervention (ECI) for further evaluation. Three and four-year-old children are referred, with parental approval, to the Local Education Agency for further evaluation.

Assessment

Assessment data is used for identifying growth and setting goals for individual children as well as classrooms, planning staff development, and reporting progress to parents & funding sources. Data is also used to monitor progress toward our School Readiness Goals.

Head Start Ongoing Assessment Outcomes (3-5 years old)



Head Start classrooms use the Children's Learning Institute (CLI) Engage Progress Monitoring assessment system. This system has three (3) assessment "waves" each year: the beginning of the year (BOY) or fall, middle of the year (MOY) or winter, and end of the year (EOY) or spring. CLI Progress Monitoring assesses 15 different research-based measures of key developmental areas. This system allows for a) **direct assessment** conducted one-on-one by the teacher with the child in 9 measures and b) **observation-based assessment** completed by the teacher based on student observation in 6 measures. For the observation-based assessment, teaching staff document multiple child observations on each child each week.

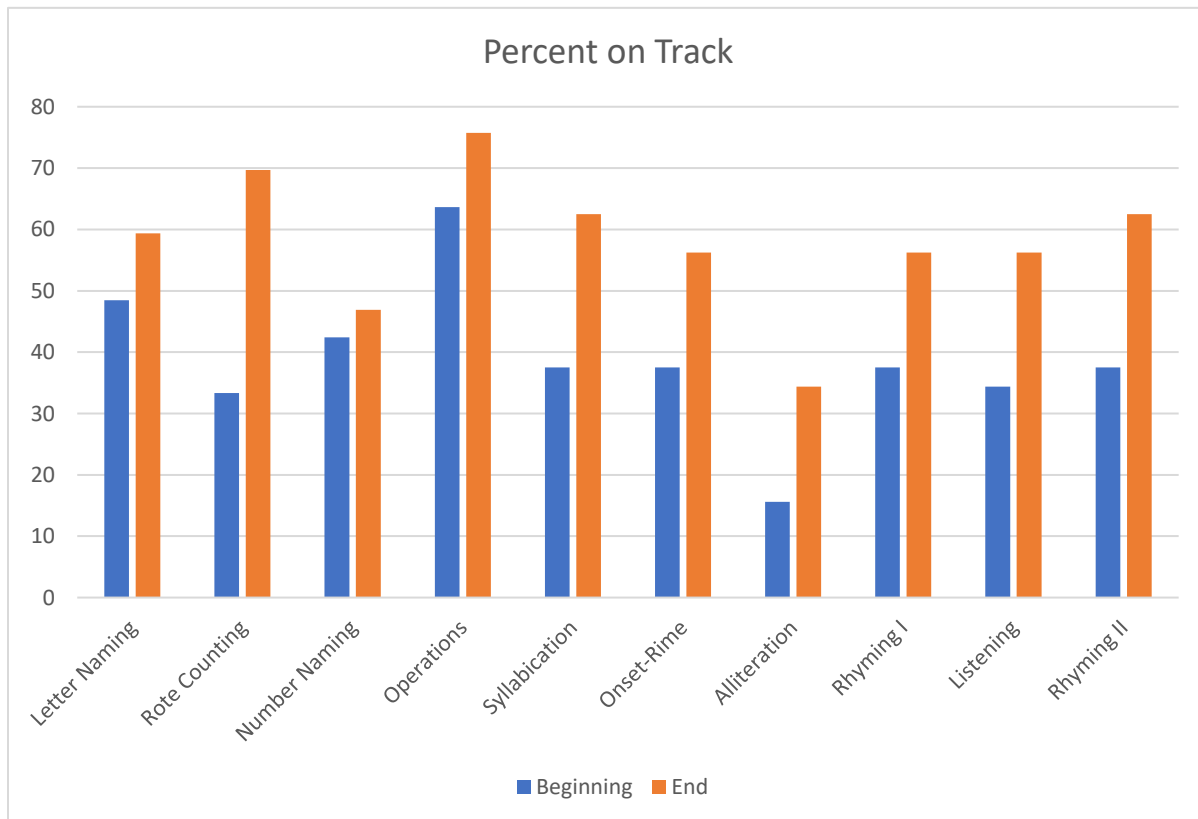
2020-21 End of Year Developmental Outcomes

CLI Measure	% 3 & 4 yr. olds (combined) on track						% 4 yr. olds on track (virtual & in-person)	
	In-Person		Virtual		Overall		BOY	EOY
	BOY	EOY	BOY	EOY	BOY	EOY	BOY	EOY
Letter Naming*	13	37	42	47	28	40	20	72
Rapid Vocabulary	58	90	41	56	50	79	39	76
Syllabication*	13	36	15	84	14	52	10	72
Onset-Rime*	22	62	30	72	26	66	28	77
Alliteration*	6	21	2	40	4	27	1	52
Rhyming I*	9	33	2	52	6	39	6	70
Phonological Awareness Overall	65	80	76	97	70	86	80	91
Listening*	9	27	12	60	11	38	28	65
Words in a Sentence	18	43	31	73	24	53	44	77
Rhyming II*	13	39	19	94	16	57	11	72
Optional PA Overall	76	76	86	89	81	80	90	91

Rote Counting*	5	37	23	72	14	48	11	68
Shape Naming*	28	82	52	97	40	87	38	89
Number Discrimination	45	93	68	88	56	91	45	93
Number Naming*	28	87	55	100	41	92	15	80
Shape Discrimination	44	90	73	92	59	91	62	93
Counting Sets	40	75	69	81	54	77	58	81
Operations	22	84	43	59	33	76	44	71
Math Overall	68	79	85	93	76	84	84	93
Optional Math Overall	93	96	92	94	93	96	98	94
Story Retell and Comprehension	49	97	60	95	54	97	41	95
Book and Print Knowledge	77	59	87	100	82	73	90	81
Science	78	95	96	100	87	96	90	92
Social Studies	78	95	94	94	86	94	93	91
Social-Emotional Behaviors	94	95	98	87	96	92	96	94
Early Writing Skills	87	95	98	88	92	93	99	92
Approaches to Learning Expanded	89	96	97	93	93	95	98	95
Physical Development and Health	88	93	93	88	91	91	95	91
Speech Production and Sentence Skills	88	93	93	92	91	93	93	89
Motivation to Read	87	96	97	100	92	97	94	93

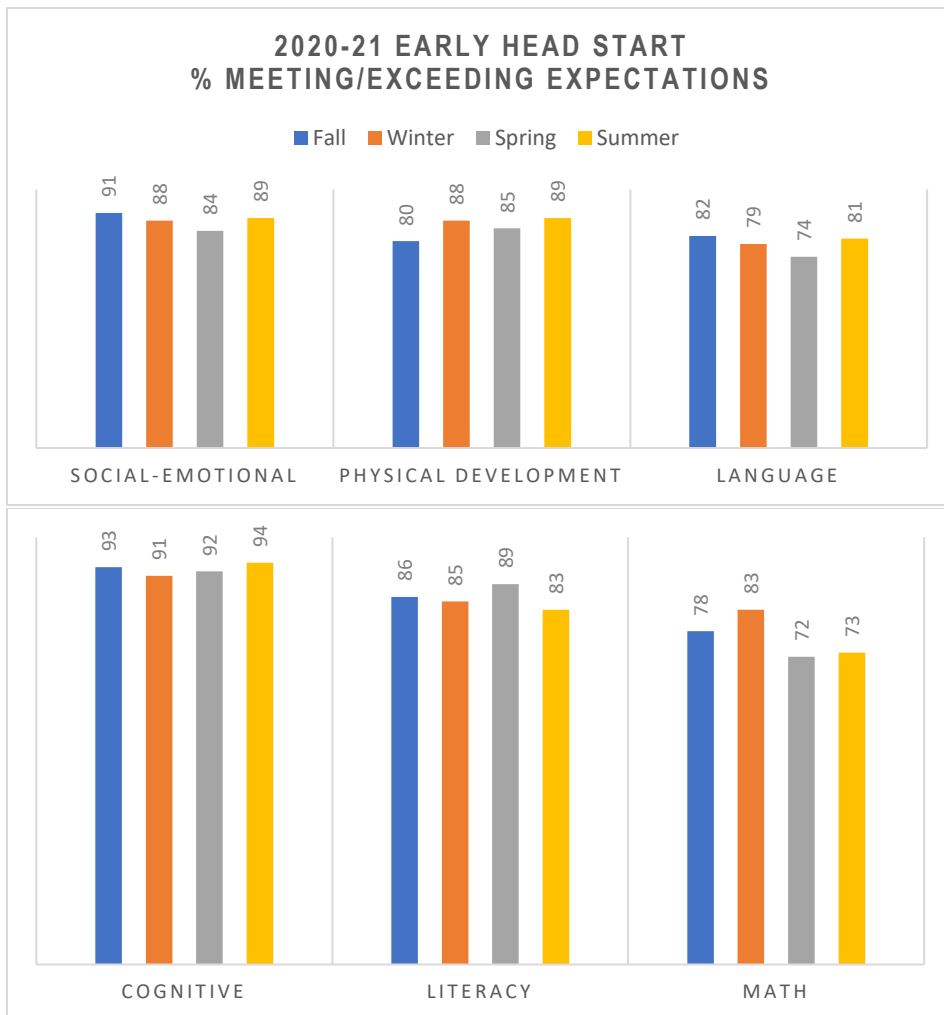
EOAC Head Start 2021 Summer School* Outcomes for Kinder-Bound 4-Year-Olds

**funded with COVID-19 supplemental funds to help reduce achievement gaps created by school closures*



Early Head Start Developmental Assessment Outcomes (Birth – 36 months)

Early Head Start classrooms use the Teaching Strategies GOLD® assessment system. This system has four (4) “checkpoints” each year: BOY, MOY, EOY, and Summer. It allows teachers to create individual child profiles identifying what each child knows and scaffolding his/her learning accordingly. Teaching staff document multiple child observations on each child per week, focusing on 23 research-based objectives for development and learning that are grouped into six (6) areas of development. Data are then reviewed and summarized at the checkpoints. Using checkpoints, the chart below shows the six (6) areas of development and the percentage of our Early Head Start children (0-36 months) that were meeting or exceeding the “widely-held expectations” for those areas.



EOAC Head Start 0-5 2020-2021 School Readiness Goals *Status*

Domain	Sub Domain	Assessment Tool	2020-21 EOAC School Readiness Goal	EOY Status
Approaches to Learning	Pk- Emotional and Behavioral Self- Regulation	CLI Engage	90% of children will be able to manage emotions with increasing independence.	Met 95%
	IT- Emotional and Behavioral Self-Regulation	Teaching Strategies Gold	90% of children will be able to develop the ability to show persistence in actions and behavior.	Met 94%
Social and Emotional Development	Pk- Emotional Functioning	CLI Engage	95% of children will be able to express a broad range of emotions and recognize these emotions in self and others.	Not Met 92%
	IT- Emotional Functioning	Teaching Strategies Gold	90% of children will learn to express a range of emotions	Met 92%
Language and Literacy	Pk- Phonological Awareness <ul style="list-style-type: none"> • Alliteration • Rhyming 1 and 2 • Listening • Syllabication 	CLI Engage	85% of children will demonstrate awareness that spoken language is composed of smaller segments of sounds.	Met 96%
	Pk- Print and Alphabet Knowledge		85% of children will identify letters of the alphabet and produce correct sounds associated with letters on CLI Engage.	Not Met 40%
Language and Communication	IT- Communication and Speaking	Teaching Strategies Gold	85% of Children will use increasingly complex language in conversation with others	Met 91%
	IT- Vocabulary		85% of children will use an increasing number of words in communication and conversation with others	Not Met 75%
	IT- Attending and Understanding		90% of Children will attend to, understand, and respond to communication and language from others	Met 91%
Cognition	Pk- Counting and Cardinality	CLI Engage	90% of Children will know number names and count the sequence	Not Met 48%
	IT- Emergent Mathematical Thinking	Teaching Strategies Gold	90% of children will develop a sense of number and quantity	Not Met 67%
	IT- Emergent Mathematical Thinking		85% of Children will use spatial awareness to understand objects and their movement in space	Met 90%
Perceptual, Motor, and Physical Development	Pk- Gross Motor	CLI Engage	85% of children will be able to demonstrate control, strength, and coordination of large muscles.	Met 91%
	IT- Gross Motor	Teaching Strategies Gold	85% of children will demonstrate effective and efficient use of large muscles for movement and position.	Met 95%

Curriculum EOAC Head Start utilizes Frog Street Curriculum in both Early Head Start and Head Start. Frog Street Love and Learning is used in the Home-Based program. Curriculum supplements include I Am Moving I Am Learning (IMIL), CLI Engage, Ignite by Hatch, Creative Curriculum, More than Mudpies, and Choosy Kids.



Fieldtrips! Unfortunately due to the pandemic, children did not go on any field trips.

Kindergarten Transition Visits Due to COVID-19, transition visits to kindergarten classrooms were canceled. However, teachers and families held End of the Year celebrations for children moving on to kindergarten and parents were provided an overview of what to expect as they enter public school.



Pursuant to the Improving Head Start for School Readiness Act of 2007, Head Start grantees must make available to the public an annual report that discloses specific information.

The EOAC Head Start five (5) year project period is July 1, 2019, through June 30, 2024. The annual budget period is May 1st through April 30th; however, the program years runs August through June (10 months) for the Head Start program and August through July (12 months) for the Early Head Start program.

This is the program's Annual Report for the August 2020-July 2021 program year and May 1, 2020, through April 30, 2021, budget period.