



**Head Start & Early Head Start
2022-23 Annual Report**
Program Year: 08.01.2022 - 07.31.2023

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

EOAC Head Start ♦ 500 Franklin Avenue ♦ Waco, Texas 76701 ♦ 254-753-0331 ♦ www.eoacwaco.org

Commissioner Ben Perry, Governing Board Chair ❖ Robert Kunze, Interim Executive Director ❖ Jeffrey Case, CFO

Dr. Nathesia White, Head Start/Early Head Start Policy Council Chair ❖ Susanne Wilson, Head Start/Early Head Start Director

FY 2022 Budget

Budget Period: 05.01.2022 - 04.30.2023

	Budget	Actual
Head Start Program Operations	\$ 5,321,535.00	\$ 4,430,964.78
Base	4,855,813	
Carryover	323,263	
Supplemental (COLA & QI)	142,459	
Head Start TTA	\$ 111,417.00	\$ 107,691.36
Base	73,530	
Carryover	37,887	
Early Head Start Program Operations	\$ 3,572,067.00	\$ 2,539,948.28
Base	3,346,715	
Carryover	134,735	
Supplemental (COLA & QI)	90,617	
Early Head Start TTA	\$ 55,479.00	\$ 50,724.28
Base	33,309	
Carryover	22,170	
COVID Carryover	\$ 365,626	\$ 328,708.07
Head Start CRRSA (4/22/21 - 3/31/2023)	\$ 226,771.70	\$ 218,948.39
Early Head Start CRRSA (4/22/21 - 3/31/2023)	\$ 43,197.30	\$ 5,950.02
ARA (5/27/21 - 3/31/2023)	\$ 1,073,261.00	\$ 1,025,112.18
Required 20% Non-Federal Share	\$ 2,077,342.00	\$ 1,863,842.46*
		<i>*Waiver requested</i>
Child-Care Relief Funds (06.01.2022-11.30.2023)	\$ 1,600,218.00	\$ 565,682.92
USDA CACFP Reimbursement (10/1/2021 - 9/30/2022)	\$ 1,098,424.44	\$ 744,806.22

Annual Financial Audit

The EOAC Annual Financial Audit Reports can be viewed on the EOAC website:

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

FY 2023 Budget Projections

Budget Period: 05.01.2023 - 04.30.2024

Budget

Actual

Head Start Program Operations

\$ 4,998,272

Base 4,855,813

Supplemental (COLA & QI) 142,459

Head Start TTA

\$ 73,530.00

Early Head Start Program Operations

\$ 3,437,332.00

Base 3,346,715

Supplemental (COLA & QI) 90,617

Early Head Start TTA

\$ 33,309.00

Required 20% Non-Federal Share

\$ 2,077,342.00

USDA CACFP Reimbursement (10/1/2022 - 9/30/2023)

\$ 680,577.60



Results of Most Recent Federal Monitoring Review

The Administration for Children and Families (ACF) conducted a Focus Area Two (FA2) monitoring review of EOAC Head Start and Early Head Start From January 9 -13, 2023.

Area of Concern: Supporting teachers in promoting school readiness AOC 1302.91(e)(1)

The grant recipient ensures teachers are prepared to implement the curriculum and support children's progress toward school readiness, but improvement is needed.

Monitoring Feedback: A review of the teacher qualification tracking form found the grant recipient identified 15 of 36 Early Head Start center-based teachers who did not have a Child Development Associate (CDA) or comparable credential. These teachers, hired between June and November 2022, each had a professional development plan (PDP) outlining a path to a CDA. The site managers monitored the PDPs.

Timeframe for correction: Follow up with the Regional Office for support.

Grantee Follow-Up: *Due to the challenge of finding candidates with an infant/toddler CDA, the Policy Council and Board approved a professional development policy that allows EHS new hires six months to achieve an infant/toddler CDA. Most of the staff identified in the monitoring report completed the CDA within the 6-month timeline or resigned. The program will continue searching for a way to secure candidates with an infant/toddler CDA at the point of hire.*

Area of non-compliance: Budget Planning and Development 642(d)(2)(A)-(I)

The grant recipient does not develop and implement its budget to sustain management, staffing structures, and the delivery of services that support the needs of enrolled children and families.

Monitoring Feedback: The grant recipient did not share accurate and regular financial information with the policy council.

The frame for correction is 120 days.

Grantee Follow-Up: *The program shares monthly credit card information, funding applications, and amendments for review and approval. However, the program did not share monthly budget reports. The core cause can be attributed to having new staff in key positions. A Corrective Action Plan was prepared, and steps were outlined to correct this issue. The corrective action plan was submitted, approved, and implemented.*

ACF Office of Head Start Follow-Up: EOAC received a Performance summary Report on 08.17.2023 as legal notice that the Non-Compliance was corrected.

2022-2023 EOAC Head Start and Early Head Start Locations

CENTERS in McLennan County	COLLABORATIVE PRE-K CLASSROOMS in McLennan County	CENTERS in Falls County
<p>Johnette Hicks HS/EHS 510 S. 12th St. Waco, TX 76706 254.754.5641</p> <p>Mitchell Early Head Start 1824 Mitchell Ave. Waco, TX 76708 254.218.1038</p> <p>Moody Head Start 300 Avenue B Moody, TX 76557</p> <p>New Road HS/EHS 1407 North New Road Waco, TX 78710</p> <p>Thurman E. Dorsey HS/EHS 3221 Speight Avenue Waco, TX 76711 254.753.5324</p> <p>Woodrow Logan Head Start 3510 Latimer Waco, TX 76705 254.412.0313</p>	<p>EOAC Waco Charter School 615 N. 25th Street Waco, TX 76707</p> <p>Harmony Science Academy 1900 North Valley Mills Drive Waco, TX 76710 254.751.7878</p> <p>Park Hill Elementary- Midway ISD 700 Ritchie Road Hewitt, TX 76643</p> <p>South Waco Elementary- Waco ISD 2104 Gurley Lane Waco, TX 76706 254.753.6802</p> <p>West Ave. Elementary- Waco ISD 1101 N. 15th Street Waco, TX 76707 254.750.3900</p>	<p>Marlin HS/EHS 1134 N. State Highway 6 Marlin, Texas 76661 254.803.9905</p>

Key: Head Start (HS) serves children 3 & 4 years old (by September 1)
Early Head Start (EHS) serves children 6 weeks-36 months old



Children and Families Served

EOAC did not achieve full enrollment due to staffing shortages.

	Head Start	Early Head Start
Total Funded Enrollment	610	180
Total cumulative enrollment/children served	527	246
Number of children who were enrolled less than 45 days	32	27
Total children minus children enrolled less than 45 days	495	219
Total number of families Served	492	210
Average Monthly Enrollment (as a percentage of funded enrollment)	71%	79%
Percentage of Eligible Children Served	100%	100%



MEDICAL SERVICES

THE PERCENTAGE OF ENROLLED CHILDREN THAT RECEIVED MEDICAL AND DENTAL EXAMS

	Head Start	Early Head Start
Medical Exams		
<i>Number of children who are up-to-date on a schedule of age-appropriate preventive and primary health care according to the Texas EPSDT schedule for well-child visits</i>	350	85
<i>% of children</i>	66%	35%
<i>% of total children minus children < 45 days</i>	71%	39%
Dental Exams		
<i>Number of all children who are up-to-date according to the dental periodicity schedule according to the Texas EPSDT schedule.</i>	357	77
<i>% of children</i>	68%	31%
<i>% of total children minus children < 45 days</i>	72%	35%

Curriculum



EOAC Head Start utilizes Frog Street Pre-K, Frog Street for Twos, and Frog Street Infant Curriculum. Frog Street Love and Learn is used in the Home-Based program. Curriculum supplements include I Am Moving I Am Learning (IMIL), CLI Engage, Creative Curriculum, More than Mudpies, and Choosy Kids. Conscious Discipline, included in the Frog Street curriculum, is a comprehensive classroom management system that creates a learning environment where children feel safe and loved. EOAC Head Start staff use this system to support children's social-emotional growth and development.

Developmental Screening and Assessment

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

Screenings

- Developmental screenings - completed within 45 days of a child's start date in the Early Head Start and Head Start programs utilizing the Ages and Stages (ASQ3) Questionnaire.
- Social-emotional screenings - completed within 45 days of a child's start date in the Early Head Start and Head Start programs 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. With parental permission, three and four-year-old children are referred to the Local Education Agency for further evaluation.

Developmental Assessment

Assessment data is used to identify growth, set goals for individual children and their classrooms, plan staff development, and report progress to parents & funding sources. Data is also used to monitor progress toward our School Readiness Goals.

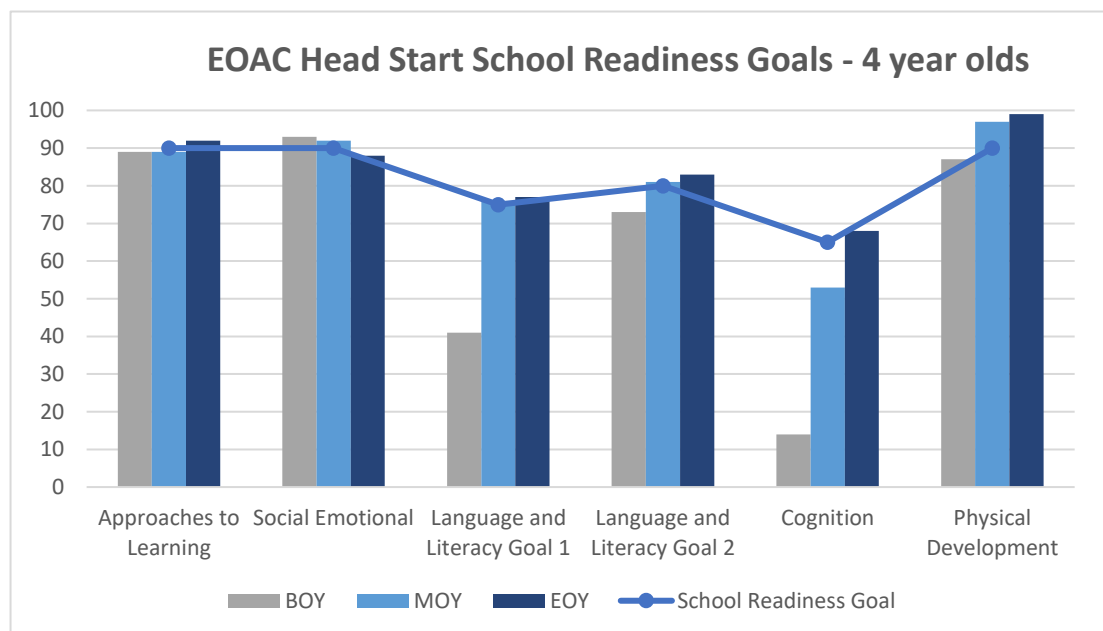
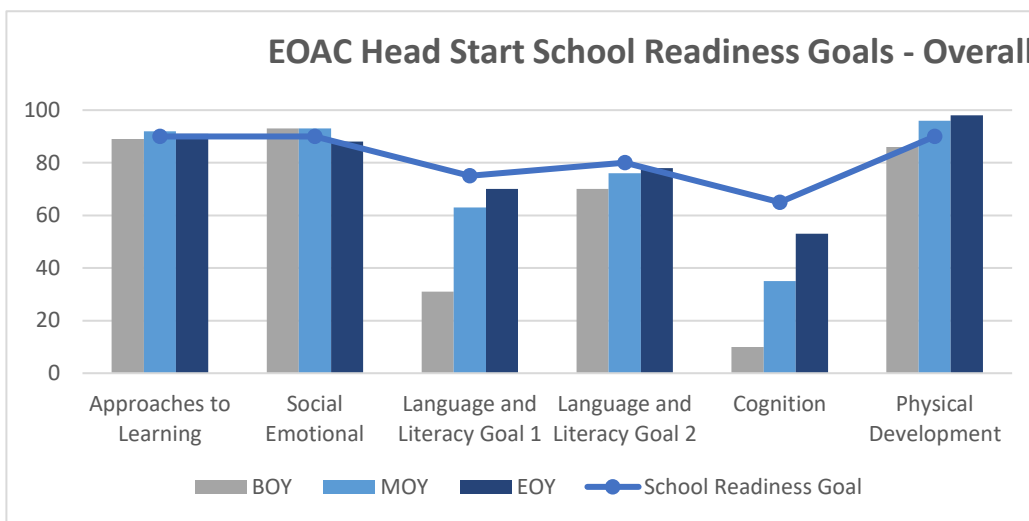


School Readiness Goals

EOAC Head Start Developmental Assessment Outcomes (3 & 4-year-olds)

Assessment System: Children's Learning Institute (CLI) Engage Progress Monitoring

- Measures 15 different research-based measures in key developmental areas.
- Includes **direct assessment** conducted one-on-one by the teacher with the child in 9 measures and **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.
- Checkpoints include the beginning of the year (BOY) or fall, the middle of the year (MOY) or winter, and the end of the year (EOY) or spring.



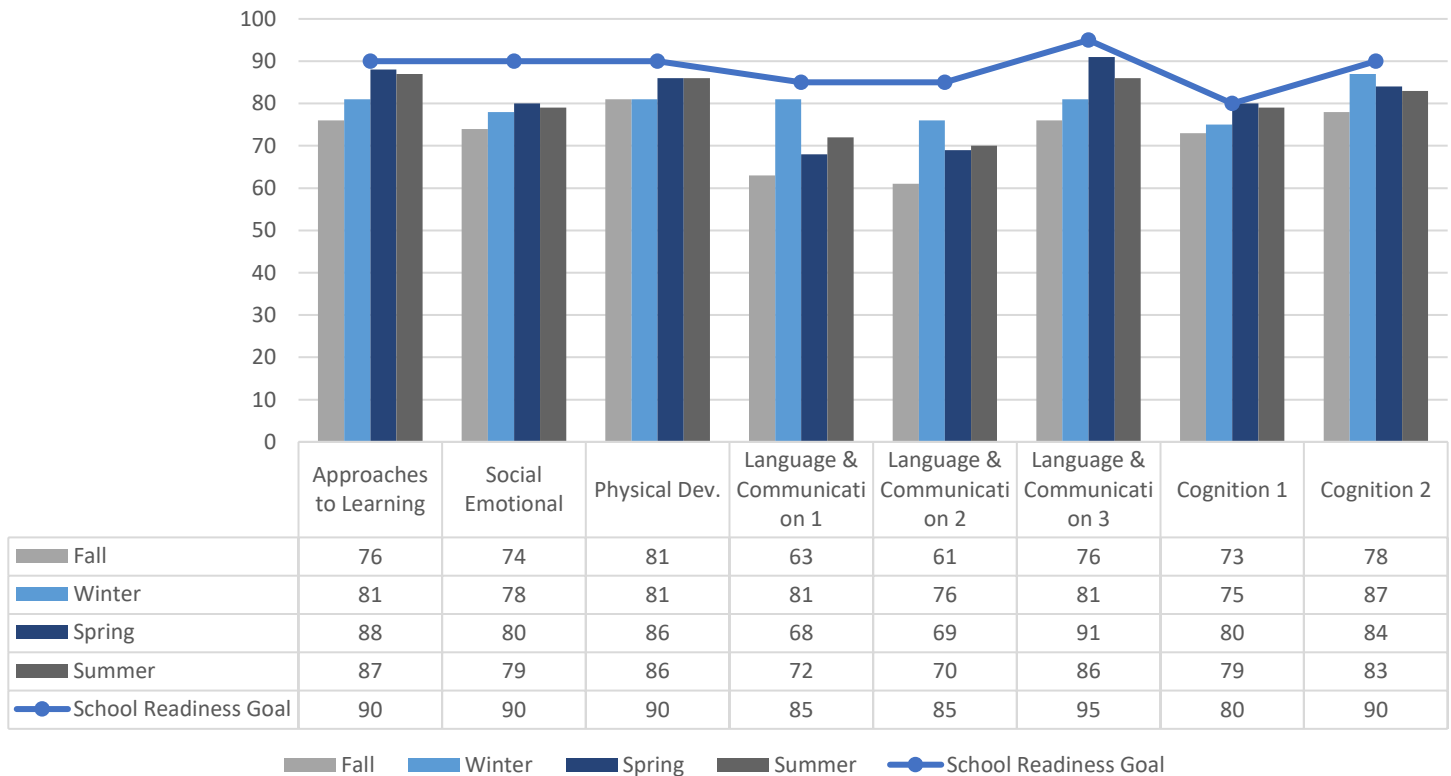
EOAC Early Head Start Developmental Assessment Outcomes

Assessment System: Teaching Strategies GOLD®

- Aligns with the Texas early learning guidelines and the Head Start Early Learning Outcomes Framework.
- Uses teacher/family observations of children in the context of everyday experiences; multiple observations are documented on each child weekly, focusing on 23 research-based development and learning objectives grouped into six (6) areas of development: social-emotional, physical, language, cognitive, literacy, and mathematics.
- It uses a color-coded system to show the widely held expectations for children. These color bands appear for each objective to show what step we can expect children to be at for each age group.
- It allows teachers to create individual child profiles, identifying what each child knows and scaffolding his/her learning accordingly. Data are then reviewed and summarized at the checkpoints.
- Checkpoints include the beginning of the year (BOY) or fall, the middle of the year (MOY) or winter, the end of the year (EOY) or spring and summer.



EOAC Early Head Start School Readiness Goals



Parent Involvement Activities

Family Services and Parent Engagement Activities

- Every EOAC Head Start/Early Head Start location held regular parent meetings via Zoom or in person with their Parent Committees.
- Policy Council met monthly via Zoom.
- Children/families received two home visits and two parent-teacher conferences during the school year.
- Various activities were held at each site to celebrate Head Start Awareness Month (October 2022)
 - Math Night
 - Dream Big Career Day
 - College/Sports Day
 - Mix & Match Day
 - Blasting Out Bullies: Be a HS/EHS Hero Day
 - Say No More to Domestic Violence
 - Pink and White, Let Kids Join the Fight (Breast Cancer Awareness)
 - Kick-off for Drug Awareness Prevention
 - Crazy Hair/Crazy Sock Day
 - Join the Fight Against Drugs
 - Read for the Record Day
 - EOAC HS/EHS Parade
- Science Fair (February 2023)
- Box Car Show (children made a car out of cardboard box with their parent) (March 2023)
- Transition ceremonies were held at each Head Start facility and collaboration site to celebrate students moving on to kindergarten. (May 2023)
- A Volunteer Recognition Banquet was held for the first time since COVID-19 (May 2023)
- End of the Year Father Engagement Activity at Main Event (bowling) (June 2023)

Parent Training

- Program Governance Training
- Ready Rosie Parenting curriculum
- Learning Genie
- Car seat safety
- CPR/First Aid Classes
- School Readiness
- Health Fair/Trunk or Treat
- Healthy Recipes, Cooking Classes & Zumba with April Strickland from Texas Agricultural Extension
- Healthy Food Preparation w/ Lisa M. Hoelscher, RD, LD
- Baby Wearing 101, sponsored by Waco Family Medicine (March 2023)

Education Information Shared with Parents

- GED/ESL
- CDA Certificate
- College Courses
- Library Cards
- CNA/HVAC license
- Truck Driving/Barber License



Community Collaborations & Support

Public School Partnerships

EOAC Head Start is fortunate to have the opportunity to collaborate with local school districts to maximize resources and jointly support the whole child entering kindergarten. Pre-K children are dually enrolled in the school district pre-k and the EOAC Head Start program, where degree Head Start teachers work with certified District teachers in a District pre-k classroom (called Jumpstart). During the 2022-2023 school year, EOAC had pre-k collaboration classrooms with the following districts:

- EOAC Waco Charter School,
- Harmony Science Academy,
- Midway Independent School District (3-year-old pre-k), and
- Waco Independent School District.



Community Support

EOAC is supported by numerous providers and businesses in the community, to which we are very grateful, including:

- Baylor University students who provided Christmas gifts for children through their Santa's workshop,
- Belmead Policy Department
- Better Living for Texans-McLennan County
- Bosque Valley Children's Services, Care Options for Kids, Hope & Believe, Waco Health Department, Texas Health Steps, Family Health & Dental Center, and Waco Family Medicine participate in the quarterly EOAC Health Advisory Committee meetings.
- Charles Jenkins, Mr Clause
- Dr. Patricia Sulak provided weekly motivational mental health sessions through her "Living Well Aware" curriculum.
- Extraco Technology
- Fidelis Lodge 1127
- HEB
- Kim Sales McGee, Vocational Nursing Program
- David Hanlin, MEd., Klaras Center for Children, supports the EOAC program and families who have infants and toddlers with developmental delays.
- Landlords of the Marlin and Mitchell Avenue Head Start/Early Head Start facilities allow EOAC to lease their facilities to operate the Head Start/Early Head Start program.
- Lisa M. Hoelscher, RD, LD, supports EOAC with menu preparation and training for parents and staff on healthy meals for enrolled children.
- Masters Cleaning
- Methodist Children's Home's (MCH) Tim Price, Director of Outdoor Education & Recreation, provided EOAC Head Start/Early Head Start staff a fantastic Team Building Day.
- Shelley Lowrey, Care Options for Kids
- Social Work Students, Tarleton State University
- Starry Counseling
- Texas Agricultural Extension provided nutrition education and movement opportunities for our families & staff.
- United Health Care Children's Dental
- Waco Independent School District, Special Education Department
- Women, Infant and Children (WIC) program

Volunteer Appreciation

EOAC Head Start held its Annual Volunteer Recognition Banquet in May 2023, the first time since 2019. The Policy Council, EOAC Board, community members, parents, and staff attended. Pleasant Olive Missionary Baptist Church Music Ministry provided the music. George's provided the meals. Community and collaboration partners and top volunteers from each center/site were honored with a token of appreciation. A Super Star honor was presented to Ms. Dorothy Marstaller, EOAC Executive Director.



image: Freepik.com

Center/Jumpstart Collaboration Site	Top Volunteer	Top Male Volunteer
Harmony Science Academy Jumpstart	Felicity S.	Spencer G.
Head Start-Home Based	Lisset G.	Juan L.
Johnette Hicks	Lisha J.	Manuel V.
Marlin HS/EHS	Hilda C.	Mike L.
Mitchell Early Head Start	Ashley S.	Jeremy M.
Moody Head Start	Jamie T.	
New Road HS/EHS	Monica R.	Lee G.
Parkhill Elementary Jumpstart	Amanda H.	Narayan P.
South Waco Elementary Jumpstart	Mayra M.	Joshua M.
Thurman E. Dorsey HS/EHS	Carol E.	Billy B.
Waco Charter Elementary Jumpstart	Karla G.	Baltazar T.
Woodrow Logan Head Start	Antoniette G.	Dylan D.

The Head Start Logo Tells a Story

- The two squares represent early childhood by suggesting building blocks.
- The arrangement of the blocks represents stairs by which this can be accomplished.
- The vertical stripes represent the child and parent.
- The arrow pointing upward represents the direction out of poverty and on to the future.
- The colors, red, white, and blue represent the United States and the many opportunities it provides for its citizens.



Source: [The National Head Start Association](#)

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-year project period is July 1, 2019, through June 30, 2024. The annual budget period is May 1st through April 30th. The Head Start program operates August through June (10 months) and Early Head Start operates August through July (12 months) providing center based and home based program options.