Annual Report 2009

“New Day, New Times, New Era”

Incorporated throughout this annual report are the 2008-2009 Mission, Vision, Goals and Initiatives of our program which is the foundation that we build on to create a program of excellence.
On The Cover:
Students at the Covington Pike facility sharpening their computer skills through Bailey’s Book House.

Head Start understands the importance of fathers as a major impact in their child’s growth and education.

“There can be hope only for a society which acts as one big family, and not as many separate ones.”

Shelby County Head Start
1991 Corporate Avenue
Memphis, TN 38132
Phone: (901) 922-0700
Fax: (901) 344-8982

Editing and Design by Geraldine Bogan
Bogan-g@scgheadstart.com
Letter from the Mayor

Early childhood initiatives have been a top priority during my tenure as Mayor of Shelby County. My administration has implemented numerous initiatives throughout Memphis and Shelby County that focus on children and families. These initiatives serve as a catalyst to solving many of the detrimental issues that the lack of quality child care provides throughout Memphis and Shelby County. Not the least of these initiatives is Shelby County Head Start, which serves eligible low income children and families, provides growth through professional development for existing staff, integrates new initiatives and allows Shelby County to serve a diverse population which is underserved in our community.

What we do for each child — each day — makes a difference in that child’s life for a lifetime. We can teach a child to love – or to hate. We can teach a child to trust – or to doubt. We can teach a child to welcome and embrace each day – or to cower from the challenges of life. Our Shelby County Head Start programs hold a key position in the future of our youth and our community because we are, quite literally, shaping our future every day.

I am proud to be a part of this extraordinary program!

Sincerely,

A C Wharton, Jr.
Mayor
Message from the Executive Director and Division Director

Head Start programs throughout the nation have entered an era of increased accountability. Therefore, the theme for the 2008-2009 Head Start Pre-Service Training was “New Day, New Times, New Era.” This theme represented the direction that the new Reauthorization Act has mandated for all Head Start programs. Shelby County Head Start (SCHS) accepts the challenge and will strive to meet all Reauthorization Act requirements. Our goal is to improve the quality of early care and education for children in Memphis and Shelby County.

SCHS and its many partners continue the commitment that every child deserves an earnest chance at a bright future. It has been our goal this year to enhance our student’s learning, our parent’s efforts in obtaining a better life for their families, and to provide educational opportunities for our staff. SCHS, Delegate Agencies, Community Partners, and our County leaders, have taken this challenge and have formed a partnership that will result in an integrated system of comprehensive services for children and families.

As a result of community collaborations, visionary leadership, and committed staff, SCHS has achieved the following:

- Established partnerships with LeMoyne-Owen College, Southwest Tennessee Community College, University of Memphis, and Christian Brothers University
- Created a Professional Development program that provides a variety of staff development initiatives
- Established partnerships with Memphis City Schools and designated local child care centers with wraparound services that provide Family Services, Health Services, Parental Involvement, and Mental Health/Disability Services
- Implemented a staff recognition program called “Head Start Champions” to promote staff motivation, promote individual goal setting, and to recognize those individuals that go far beyond the realm of their jobs
- Purchased two state-of-the art facilities: Ridgeway Head Start and Covington Pike Head Start
- Developed and implemented a computer training lab at the Corporate Office
- Scheduled GED classes for Head Start parents
- Selected as a participant in the State Department of Educations’ pilot program to train trainers to use the Center for Social and Emotional Foundation for Early Learning (CSEFEL) model for working with challenging behavior
- Invited to participate in the National Center for Research Early Childhood Education (NCRECE) Professional Development Study conducted by the University of Virginia.

We would like to thank staff, County officials, Policy Council members, our Delegate Agencies, and Community Partners for a successful year and we look forward to continuing our efforts to build a comprehensive, integrated network of high quality early childhood services in order to bridge the school readiness gap.
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**The Mission**

*Vision Statement*

To become a premier comprehensive Early Childhood program by providing quality services for children and families through staff development, parent education, community collaborations and technological advancements.

*Mission Statement*

To create, implement and maintain comprehensive quality services and programs for children and families residing in Shelby County.

*Goals*

1. To foster an environment where the Head Start Organization is capable of producing high performance results in all activities and departments.

2. To provide safe and developmentally enriching environments that will promote the physical, cognitive, social and emotional growth of young children ensuring school readiness.

3. To provide high quality responsive services and programs including new program development/expansion that are culturally sensitive to children and families.

4. To support families in meeting personal goals and achieving self-sufficiency across a wide variety of domains and to support their roles as primary caregivers and educators of their children.

5. To establish community partnerships with other agencies in order to provide and enhance services to children and families.

6. To manage existing services and programs in accordance with the Head Start performance standards.
Program Structure

Shelby County Government Head Start
(Recipient of Federal Funds)

Shelby County Mayor
Policy Council
Board of Commissioners

Division of Community Services

Shelby County Head Start

Community Partners
Delegate Agencies
Contractual Agencies
First level under Executive Director is Managerial. Levels underneath managerial levels are departments within each component. Individual components report to first level managers only.
Shared Governance Cycle

Governing Body
(Elected Officials)

Delegates and Contractors

Shelby County Head Start

Policy Council

Centers

Governing Board
Policy Committee
Board of Commissioners

Joyce Avery  
Sidney Chism  
James Harvey  

Henri Brooks  
George Flinn  
Matt Kuhn  

Wyatt Bunker  
Joseph Ford  
Steve Mulroy  

Mike Carpenter  
J.W. Gibson II  
Mike Ritz  

Chairperson, Deidre Malone
Policy Council

Executive Committee

Heather Stephens
Chairperson
Community Representative / Past Parent
Member Since 2007

Helen Collins
Vice-Chairperson
Parent at Cottonwood
Member Since 2008

Shontie Brown
Secretary
Parent at University of Memphis
Member Since 2006

Members

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<td>Royselle Crout</td>
<td>Getwell</td>
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<td>Douglas Imig</td>
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<td>LaCedric Johnson</td>
<td>Goodwill Homes</td>
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<td>Javalin King</td>
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<td>Tamika Minor</td>
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<td>LaTonya Sanders</td>
<td>Martin Luther King</td>
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<td>Michelle Sanders</td>
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<td>Timkiya Taylor</td>
<td>Renaissance</td>
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<tr>
<td>Amanda Warman</td>
<td>St. William</td>
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<tr>
<td>Lois Williams</td>
<td>Community Representative (Shelby County Schools)</td>
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<tr>
<td>Mildred Willis</td>
<td>Mitchell</td>
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Overview

The Head Start program is unique in terms of its comprehensive approach to child development. No other program affects as many areas of the child’s life. Head Start is based on the philosophy that a preschool program should address children’s needs in all areas of development—physical, social, emotional, and cognitive—and provide support to all of those who affect the child’s development.

The Head Start program is also unique because of its integrated, interdisciplinary nature. Head Start Performance Standards state that the activities of all service areas should be integrated. The program is structured so that services in one area complement and reinforce those in other areas. Head Start is designed so that staff members in all service areas work together to provide a cohesive, comprehensive program.

The overall goal of the Head Start program is to bring about a greater degree of social competence on the part of enrollees and their families. Head Start activities are designed to meet the following goals established for enrollees:

- To provide enrollees with learning environments and varied learning experiences that will help them progress in the eight domains of learning and development.
- To help enrollees develop in a manner appropriate for their age and stage of development toward the ultimate goals of social competence.
- To treat enrollees as individuals in an inclusive community that values, respects and responds to diversity.
- To integrate the emotional aspects of various Shelby County Head Start’s service areas into the Education Curriculum Program.
- To involve parents in enrollees’ education activities thereby enhancing their roles as the principal influence on their children’s education and development.
- To increase parents’ knowledge and understanding of their child’s growth and development.

The Head Start program includes the following services that reflect its philosophy and support its goals:

The Educational Services provided by Head Start are designed to meet the individual needs of children and the educational priorities of the community. Regardless of cultural background or special needs, every child is offered a variety of learning experiences designed to foster physical, social, emotional and cognitive growth and to encourage an appreciation for ethnic, cultural and linguistic diversity. Children participate in indoor and outdoor activities and are introduced to new concepts. They are also encouraged to express their feelings and to develop self-confidence and the ability to get along with others.

Through its Disability Services the Head Start program offers strategies for meeting the special needs of children with disabilities and their parents. The disability plan will include provisions for children with disabilities to participate in the full range of activities and services normally provided.
Overview

Head Start’s Parental Involvement Services ensure that parents, the most important influence on their children’s development, are involved in program planning and operations and in parent education. Parents serve on Head Start’s Policy Councils and Committees where they have an opportunity to make decisions about the program. Parents also assist paid staff as classroom volunteers. Through involvement in the classroom, participation in course and workshops on child development, and interaction with staff parents learn about educational activities that can be used at home. At the same time, staff learns about the needs and interests of the children from their parents.

Head Start Health Services provide children with a comprehensive health services that include medical, dental, mental health and nutritional services. Children receive a complete physical exam, including vision and hearing tests, immunizations, and a dental exam. Handicapping conditions are also identified and addressed. Follow-up treatment, dental care and psychological services are provided as needed.

Head Start Nutrition Services provide children at centers with nutritionally balanced meals that fulfill one-third to two thirds of their daily requirements. Nutrition education is provided to children, staff and parents.

The Literacy Services provided by Head Start are comprehensive and incorporate the new initiatives mandated by Head Start legislation. They are designed to prepare young children for school with emphasis on early literacy and language development and to help families break the cycle of low literacy and poverty. These services include age-appropriate learning environments and teaching strategies for the children, interactive literacy activities between parents and children, training parents to become the primary teacher for their children and full partners in the educational process, and parent literacy training.

Head Start Facilities Services are selected and maintained to create learning environments that are safe, accessible, welcoming, comfortable, age-appropriate, culturally sensitive, and in keeping with the individual needs of children and their families. The environments support each child’s physical, cognitive, social and emotional development.

Head Start Transportation Services focus on transporting students safely to and from Head Start sites. Transportation services involve the pick-up and discharge of children at regularly scheduled times and pre-arranged sites, including trips between children’s homes and program settings.

The Family Services provided by Head Start assist the family in its own efforts to improve the condition and quality of family life. Serving as advocates, the staff identifies the family services needs and works with other community agencies to make sure these needs are met. The staff informs the parents of community resource services and facilitates their use.
Program Options

Shelby County Head Start (SCHS) operates the federally funded Head Start program that serves children in Shelby County. A department of Shelby County Government, SCHS is designated as the community action agency for serving the needs of low-income residents. SCHS is governed by elected County Commissioners and Policy Council made up of current parents and members who are representatives of economically disadvantaged populations, private sector businesses, and government agencies. During the 2008-2009 school year, SCHS provided direct services to 2,055 children and families. Head Start housed 110 classrooms in 19 sites. The program operated five days per week for 180 days.

446 were served contractually with the Memphis and Shelby County Pre-k program, 48 with the Memphis City Schools Special Needs Unit, and 40 with the University of Memphis. There are also four delegate agencies that provide Head Start services to 798 children in the Shelby County population: Goodwill Homes, Porter Leath, Primary Preparatory, Inc., and YMCA. During 2008-2009, SCHS and the four delegate agencies were funded to serve a total of 3,186 Shelby County children in the Head Start program. Our enrollment numbers exceeded funded enrollment because of our involvement in the statewide Pre-K program and our wraparound options with Memphis City schools. Additionally, Family Literacy Centers were provided in conjunction with Memphis City Schools, and at the Renaissance Center located adjacent to LeMoyne Owen College.

SCHS and delegates provide comprehensive pre-school services to 3,186 children (2388 - SCHS; 798 - Delegates). The delegates are Porter Leath, Goodwill Homes, Primary Prep and YMCA. They are all full day / part year / five days a week, with the exception of 100 children at Porter Leath in a full year option.

Porter Leath has two locations and serves 398 children: American Way and Douglass located in the Southeast and North regions of Memphis. They are also an Early Head Start Grantee.

Director: Karen Harrell
“Empowering children and families to achieve a healthy, optimal and independent lifestyle”

Goodwill Homes has one location and serves 100 children. The site is located in the Southwest area.

Director: Frances Williams
“Creating opportunities to maintain self-sufficient families”
**Program Options**

**Primary Preparatory, Inc.**

Director: Tracy Lowery

“To enhance the quality of life for children, families and staff through educational, social and wellness programs”

Primary Preparatory, Inc. has one location and serves 140 children. The site is located in the North area of Memphis and offers extended day services. They also have infant and toddler services available.

**YMCA**

Director: Dr. Forestene London

“To put Christian principles into practice thru programs that build healthy spirits, minds and bodies for all”

YMCA has one location and serves 160 children. The site is located in the South Memphis area and offers extended day services.

**MEMPHIS CITY SCHOOLS**

Director: Nita Hartley

SCHS contracted with Memphis City Schools (MCS) to participate in 23 Pre-K classrooms, of which 16 are managed directly by SCHS staff.

Head Start provides comprehensive wrap around services to 446 four year olds as part of this voluntary Pre-k Program. MCS and Head Start’s partnership agreement consists of a collaboration to serve children and families who are located in the various neighborhoods of current Head Start centers, Public School sites and local community Child Care Providers. MCS operated State funded Pre-K program, and Head Start dually counted the identified Pre-K children by providing comprehensive services to children and families of the collaboration. Sites included in this collaboration are identified in the Center Directory.

Pre-K classroom staffing consisted of MCS’ teaching staff. Other staff members implementing the collaboration consisted of: Head Start Family and Community Partnership Staff and Education Staff. Through this enrollment option, Head Start was able to provide services to additional families in the Memphis and Shelby County area. Included in this collaborative effort was a Literacy Enhanced program to increase parent’s involvement in the education and social development of their children.

Head Start was housed in the local school system, allowing availability to not only Head Start families, but being a resource also for families assigned to the identified school. Parent Resource rooms were housed also in the identified school which provided the necessary community resources and other assistance to children and families.
Program Options

UNIVERSITY OF MEMPHIS

Director: Asia Goodman

SCHS entered into a contractual agreement with the University of Memphis (UOM) to provide direct service to forty (40) children in a center based option. UOM provided Head Start services at two locations: the Lipman Center and True Light Baptist Church. Each facility housed 20 Head Start children. The center based option was full day four days a week for forty weeks for a total of 160 days. The UOM also made available Family Literacy Services to families throughout Shelby County. This contractual arrangement responded to three major concerns:

- It actively recruited eligible children in our growing Hispanic community
- It provided training and professional development site for staff
- Offered a research and learning center for UOM students as well as Head Start staff.

This training site was a direct response to a growing shortage of early childhood professionals. The UOM Head Start Learning Center established a laboratory and teaching site in the UOM Lipman Center. Its purpose was to provide developmentally appropriate programs for children to demonstrate best practices for students preparing for careers working with young children, to facilitate research opportunities, and to model educational leadership to the community.

The Learning Center provided a teaching and learning environment for current and prospective Head Start staff. These model sites and laboratories provided unique opportunities for training Head Start staff enrolled in the teacher credentialing program, in an interdisciplinary approach to the development of young children and their families. In addition, Head Start teachers and supervisors from SCHS sites and delegate agencies had opportunities for clinical practicum experiences. Fridays were utilized for home visits, staff training and mentoring activities.

An additional service included comprehensive, integrated professional development training for all Head Start Teachers, Coordinators and Specialists in Shelby County. The UOM, College of Education utilized its experience in teacher education and professional development opportunities for all Head Start programs in Shelby County. These opportunities are provided for Head Start staff in four graduate level courses, which included concepts such as: “Train the Trainer” Mentoring leadership for Coordinators and Specialists; Technical assistance and Mentorship to Head Start Directors and Center Supervisors.

SOUTHWEST TN COMMUNITY COLLEGE

Director: Mary Palmer

STCC has two locations and serves 60 children. The sites are located in the Downtown and Bartlett areas of Memphis.
An important consideration in planning for the future of the Head Start program is the appropriateness of its current locations. The program should not only meet the needs of the existing Head Start-eligible population but consider the needs of currently underserved populations while anticipating changes in the geographic distribution of the eligible population. The juxtaposition of information on the distribution of the Head Start-eligible population and the location of Head Start centers determine the extent to which current Head Start locations match the distribution of need.

The following points might be made with regard to the location of Head Start sites:

- In general, Head Start sites are located in areas that have a high potential for enrollment, with a reasonably high statistical correlation (0.71) between concentrations of eligible students and program sites.
- A few sites, however, are located in areas of low potential, including sites in affluent suburbs and sites in older parts of the inner city that have suffered population loss.
- There are virtually no ZIP Codes that demonstrate a high level of need that are not served by a Head Start site.
- In general, Head Start site selection has anticipated the direction of growth in potential enrollees and has established sites to capture them.
- Existing sites are reasonably well located to serve the eligible white population and eligible populations of non-African-American racial and ethnic minorities.
Listed below is a layout of the number of Head Start sites in each zipcode (including all program options). There are 40 sites in 18 zip codes that provide Head Start services to children and families. There are a total of 15 zip codes that are not being served by Shelby County.

### Areas Served

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Demand for Head Start Services

In 2008 there were an estimated 40,000 3-5 year-olds residing in Shelby County. The number of 3-5 year-olds eligible for the Head Start program was approximately 13,000 in 2008. While the overall size of the youth population is thought to have decreased, the estimated number of Head Start-eligible children has remained stable. The chart below indicate the number of “eligible children” from each ZIP Code (with ZIP Codes in numerical order and ranked by magnitude).

Given the desire to serve a more racially and culturally diverse population, the number and location of eligible populations from other ethnic groups was determined. These populations display somewhat different patterns of residential distribution than the African-American population, and this situation was taken into consideration in need determination.
**Center Directory**

**Shelby County Head Start Sites**

- Bickford
  232 Bickford Avenue, 38107
- Cottonwood (Pre-K)
  5221 Cottonwood Rd., 38118
- Covington Pike
  5025 English Towne Dr., 38128
- Delano (Pre-K)
  1727 Oberle St., 38127
- Dunbar
  2606 Select Ave., 38114
- Gaston
  1044 S. 3rd St., 38106
- Georgian Hills
  3915 Leweir St., 38127
- Graceland
  3866 Patte Ann Dr., 38116
  (Included in the Optional Program for Special Needs)
- Hanley
  2635 Spottswood Ave, 38114
- Hillview
  2107 E. Alcy Rd., 38114
- Hollywood
  2499 Chelsea Ave, 38108
- Levi
  3939 S. Third St., 38109
- Martin Luther King
  626 South Lauderdale, 38126
- Mitchell
  604 W Mitchell Rd., 38109
- Renaissance & Literacy
  990 College Park Dr., 38126
- Ridgeway (opening August 2009)
  3435 Ridge Meadow Pkwy, 38115
  Horn Lake Learning Center
  3657 Horn Lake Rd, 38109
- Lucie E. Campbell
  3232 Birchfield, 38127
  (Included in the Optional Program for Special Needs)
- Manor Lake
  4900 Horn Lake Rd, 38109
- Riverview
  260 Joubert Ave, 38109
- Sea Isle
  5250 Sea Isle Rd, 38117
- Sheffield
  4290 Chuck Ave, 38109
- South Park
  1720 Getwell Rd, 38111

**University of Memphis**

- Lipman Center
  3771 Poplar Avel, 38111
- True Light
  4635 Stage Rd., 38128

**Memphis City Schools Wrap Around Sites**

- AB Hill
  345 E. Olive, 38106
- Alton
  2020 Alton Ave., 38106
- Berclair
  810 N. Perkins, 38122
- Frayser
  1602 Dellwood, 38127
- Fox Meadows
  2960 Emerald, 38115
- Georgian Hills
  3938 Leweir St, 38127
- Getwell
  2795 Getwell, 38118
- Hanley
  680 Hanley St., 38114
  (Included in the Optional Program for Special Needs)

**Southwest TN Community College**

- Macon Campus
  5983 Macon Cove, 38134
- Union Campus
  737 Union Ave, 38103

**Delegates**

- Goodwill Homes
  4590 Goodwill Rd, 38109
- Porter Leath (American Way)
  4207 American Way, 38118
- Porter Leath (Douglass)
  1600 N. Ash St, 38108
- Primary Preparatory, Inc.
  3274 Rangeline Rd., 38127
- YMCA
  4727 Elvis Presley Blvd, 38116
## Children Served (All Program Options)

<table>
<thead>
<tr>
<th>Center</th>
<th>Zip Code</th>
<th># of Children Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.B. Hill (6 included for Special Options)</td>
<td>38106</td>
<td>40</td>
</tr>
<tr>
<td>Alton</td>
<td>38106</td>
<td>20</td>
</tr>
<tr>
<td>Berclair</td>
<td>38122</td>
<td>40</td>
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<tr>
<td>Bickford</td>
<td>38107</td>
<td>80</td>
</tr>
<tr>
<td>Cottonwood</td>
<td>38118</td>
<td>180</td>
</tr>
<tr>
<td>Covington Pike</td>
<td>38128</td>
<td>180</td>
</tr>
<tr>
<td>Delano</td>
<td>38127</td>
<td>200</td>
</tr>
<tr>
<td>Dunbar</td>
<td>38114</td>
<td>20</td>
</tr>
<tr>
<td>Fox Meadows</td>
<td>38115</td>
<td>20</td>
</tr>
<tr>
<td>Frayser</td>
<td>38127</td>
<td>16</td>
</tr>
<tr>
<td>Gaston</td>
<td>38106</td>
<td>94</td>
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<tr>
<td>Georgian Hills</td>
<td>38127</td>
<td>200</td>
</tr>
<tr>
<td>Georgian Hills Elem.</td>
<td>38127</td>
<td>20</td>
</tr>
<tr>
<td>Getwell</td>
<td>38118</td>
<td>40</td>
</tr>
<tr>
<td>Goodwill Homes</td>
<td>38109</td>
<td>100</td>
</tr>
<tr>
<td>Graceland (4 included for Special Options)</td>
<td>38116</td>
<td>34</td>
</tr>
<tr>
<td>Hanley</td>
<td>38114</td>
<td>200</td>
</tr>
<tr>
<td>Hanley Elem. (8 included for Special Options)</td>
<td>38114</td>
<td>68</td>
</tr>
<tr>
<td>Hillview</td>
<td>38114</td>
<td>40</td>
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<tr>
<td>Hollywood</td>
<td>38108</td>
<td>160</td>
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<tr>
<td>Horn Lake</td>
<td>38109</td>
<td>20</td>
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<tr>
<td>Levi</td>
<td>38109</td>
<td>20</td>
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<tr>
<td>Lucie E. Campbell</td>
<td>38127</td>
<td>32</td>
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<td>Manor Lake</td>
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<tr>
<td>Martin Luther King</td>
<td>38126</td>
<td>171</td>
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<tr>
<td>Mitchell</td>
<td>38109</td>
<td>100</td>
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<tr>
<td>Porter Leath (AW)</td>
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<td>298</td>
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<tr>
<td>Porter Leath (D)</td>
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<td>Primary Prep</td>
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<tr>
<td>Renaissance</td>
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<td>40</td>
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<tr>
<td>Riverview Elem. (HS and Pre-K)</td>
<td>38109</td>
<td>40</td>
</tr>
<tr>
<td>Ross (8 included for Special Options)</td>
<td>38141</td>
<td>28</td>
</tr>
<tr>
<td>Sea Isle</td>
<td>38117</td>
<td>20</td>
</tr>
<tr>
<td>Sheffield Elem. – HS / Pre-K (3 included for Special Options)</td>
<td>38118</td>
<td>43</td>
</tr>
<tr>
<td>SouthPark</td>
<td>38111</td>
<td>40</td>
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<tr>
<td>St. William</td>
<td>38053</td>
<td>117</td>
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<tr>
<td>STCC - Macon</td>
<td>38134</td>
<td>30</td>
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<tr>
<td>STCC - Union</td>
<td>38103</td>
<td>30</td>
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<tr>
<td>U of M - Lipman</td>
<td>38111</td>
<td>20</td>
</tr>
<tr>
<td>U of M - True Light</td>
<td>38128</td>
<td>20</td>
</tr>
<tr>
<td>YMCA</td>
<td>38116</td>
<td>160</td>
</tr>
</tbody>
</table>

**TOTAL CHILDREN SERVED**: 3261

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**# of Children Served by Zip Code by Grantee**

![Bar Chart](#)
Enrollment

**Funded Enrollment**
- 2388 Grantee
- 798 Delegates
- 3186 Total Actual Enrollment

Average Class Size: 20
Classroom Staff to Child Ratio: 1:10

**Enrollment of Children by Age (At beginning of program term):**
- 3 years old: 1070 (33.91%)
- 4 years old: 2085 (66.09%)

**Race and Ethnicity:**
- American Indian/Alaskan: 5
- Asian: 10
- Black/African American: 2875
- White/European American: 254
- Bi-Racial / Multi Racial: 11

**Primary Language Used In The Home:**
- English: 2952
- Spanish: 171
- East Asian: 10
- Middle Eastern: 2
- Native American / Alaskan: 5
- European / Slavic: 4
- African: 11

**Primary Language**

Race and Ethnicity

- American Indian/Alaskan: 8.05%
- Asian: 0.32%
- Black/African American: 91.12%
- White/European American: 0.35%
- Bi-Racial / Multi Racial: 0.16%
Family Demographics (Direct Services Only)

Number of Families
Total Number of Families 2970
Two-Parent Families (425)
Single-Parent Families (2545)

Employment Status of Parents / Guardians
Two-Parent Families
Both Parents Employed: 45
One Parent Employed: 348
Both Parents Not Working: 32

Single-Parent Families
Parent Employed: 1551
Parent Not Working: 994

Families Receiving Federal and Other Assistance
TANF Benefits 947
SSI Benefits 268
WIC Benefits 973

Services to Homeless Families
Homeless Families Served 18 0.61%
Acquired Housing during Year 18 100%
Staff Education

The Reauthorization Act of 2007 requires the following by September 30, 2013:

“50% of Head Start Teachers must have a BA or Advanced Degree in Early Childhood Education (ECE) or equivalent, plus preschool teaching experience. 100% of teacher assistants must have a CDA; be enrolled in AA or BA degree; or enrolled in CDA credential program to be completed within 2 years.”

Teaching staff working to meet the Reauthorization Act requirements are presently enrolled at LeMoyne Owen, University of Memphis and Southwest Tennessee Community College. Approximately 88 teachers have degrees and 14 teachers have Child Development Associate (CDA) credentials. Likewise, 14 teacher assistants have degrees, 64 have CDA credentials and 28 have a High School Diploma.

**Head Start Teachers**

*Of the 102 Head Start Teachers:*
- Masters Degree .................. 2
- Bachelor’s Degree ............... 46
- Associate’s Degree ............. 40
- CDA ................................. 14

**Head Start Teacher Assistants**

*Of the 106 Head Start Teacher Assistants:*
- Masters Degree .................. 0
- Bachelor’s Degree ............... 2
- Associate’s Degree ............. 12
- High School Diploma .......... 28
- CDA ................................. 64
## 2008 Budget

### Budget Summary

<table>
<thead>
<tr>
<th>Grant Program Function / Activity</th>
<th>Federal</th>
<th>Non-Federal</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Operation</td>
<td>$21,460,434</td>
<td>$5,421,300</td>
<td>$26,881,734</td>
</tr>
<tr>
<td>Training / Tech Assistance</td>
<td>$224,766</td>
<td></td>
<td>$224,766</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td>$21,685,200</td>
<td>$5,421,300</td>
<td>$27,106,500</td>
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</tbody>
</table>

### Budget Categories

<table>
<thead>
<tr>
<th>Description</th>
<th>Program Operation</th>
<th>Training / Tech Assistance</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$7,903,121</td>
<td>$7,903,121</td>
<td>$7,903,121</td>
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<tr>
<td>Fringe Benefits</td>
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<td>$2,872,117</td>
<td>$2,872,117</td>
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<tr>
<td>Travel</td>
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<td>$67,900</td>
<td>$67,900</td>
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<tr>
<td>Equipment</td>
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<td>$132,768</td>
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<tr>
<td>Supplies</td>
<td>$656,441</td>
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<td>$656,441</td>
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<td>Contractual</td>
<td>$6,426,296</td>
<td>$64,068</td>
<td>$6,490,364</td>
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<tr>
<td>Construction</td>
<td>$1,350,000</td>
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<td>$1,350,000</td>
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<tr>
<td>Other</td>
<td>$2,051,791</td>
<td>$160,698</td>
<td>$2,212,489</td>
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<tr>
<td><strong>Total Direct Charges</strong></td>
<td>$21,460,434</td>
<td>$224,766</td>
<td>$21,685,200</td>
</tr>
</tbody>
</table>

### Budget Categories Diagram

- Personnel: 36.44%
- Fringe Benefits: 13.24%
- Travel: 0.31%
- Equipment: 0.61%
- Supplies: 3.03%
- Contractual: 29.93%
- Construction: 6.23%
- Other: 10.20%
Services Provided

Head Start program promotes school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social, literacy and other services to enrolled children and families. Parents are engaged in their children’s learning and a vital component is to insure that parents are making progress toward their educational, literacy, employment, and other goals that are identified for each family. Significant emphasis is placed on the involvement of parents in the program. The Head Start program provides a variety of services which are not offered by traditional daycare and early childhood learning centers. These services are Early Childhood Education, Disabilities, Family and Community Partnerships, Family Literacy, Health, Mental Health, Nutrition and EDQC (Education, Development and Quality Compliance).

EARLY CHILDHOOD EDUCATION
Manager: Towanda Peete-Smith

The objective of Education and Early Childhood Development is to provide all children with a safe, nurturing, engaging, enjoyable and secure learning environment. In order to help children gain the awareness, skills, and confidence necessary to succeed in their present environment, and to deal with later responsibilities in school and in life. Each child is treated as an individual in an inclusive classroom setting that value, respects, and responds to diversity. The varied experiences provided by the program support the continuum of children’s growth and development, which includes the physical, social, emotional, and cognitive development of each child. Early Childhood Education offers parents opportunities and support for growth, so that they can identify their own strengths, needs, and interests.

Under this division, there are various methods in the classroom setting that address all aspects of Child Development and necessary teaching practicum that guides the process which promotes the progression of each child. Measurable research based curriculums are utilized in all program options of the grantee. (Creative Curriculum and Lap-3 is the selected curriculum and assessment tool for Shelby County Head Start and Delegate Agencies).

<table>
<thead>
<tr>
<th>LAP 3 Goals - By Domains</th>
<th>2008-2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Head Start 2007 School Readiness Act</strong></td>
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<tr>
<td>Language Development</td>
<td>75.00</td>
</tr>
<tr>
<td>Literacy *</td>
<td>50.00</td>
</tr>
<tr>
<td>Mathematics *</td>
<td>65.00</td>
</tr>
<tr>
<td>Science *</td>
<td>50.00</td>
</tr>
<tr>
<td>Creative Arts</td>
<td>75.00</td>
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<tr>
<td>Social and Emotional Development</td>
<td>90.00</td>
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<tr>
<td>Approaches to Learning</td>
<td>100</td>
</tr>
<tr>
<td>Physical Health and Development</td>
<td>80.00</td>
</tr>
</tbody>
</table>
Services Provided

EARLY CHILDHOOD EDUCATION

Development screening, assessment, and evaluation are key elements for individualizing curriculum in Head Start. This process identifies and assures that children with disabilities receive the appropriate services in the program. The program form partnerships and contractual agreements with local community providers for professional service delivery in this identified component of the standards. Areas assessed and identified from the screening methods are:

1. Child Development: Program identifies early indicators of children’s developmental progress to determine when to refer a child for further evaluation
2. Fine and Gross Motor: Mobility concerns, involving fine and gross motor skill development
3. IEP-IFSP: Screening, evaluation, and assessment are processes that lead to the development of Individualized Education Program (IEP)
4. Sensory: Screening, evaluation, and assessment of hearing and vision
5. Social Emotional: Children’s social-emotional challenges in the classroom and home environment.

DISABILITIES

Manager: Towanda Peete-Smith

SCHS believes that the early years of life are critical for learning and growth. It is during this time that children’s cognitive, communicative, social and emotional development can be most influenced. If special needs are recognized and met during these years, children with disabilities will have a much better chance of becoming competent and independent adults.

SCHS believes that children with disabilities benefit from inclusion in a regular preschool setting. Teachers are able to adapt their teaching techniques and activities to enhance the benefits of inclusion. In an inclusive preschool program, children with disabilities will truly have a “Head Start” in achieving their fullest potential. The Americans with Disabilities Act (ADA) and the Individuals with Disabilities Education Act (IDEA) support the rights of young children with or without disabilities to participate in natural environments such as provided by SCHS.

Young children with disabilities require a variety of services to ensure that their developmental needs are appropriately addresses. SCHS believes that appropriate intervention includes addressing the entire family, and a parent’s need to be actively involved in every phase of their child’s program. In order to provide these comprehensive services, integration and collaboration between and among service areas within the agency and among community resource agencies is essential. The overall purpose of the disability service area is to ensure that children with disabilities receive comprehensive services inclusive of the full range of activities within the child development program.
Services Provided

**FAMILY AND COMMUNITY PARTNERSHIPS**
Manager: Alfusnia Warren

The objective of Family Partnerships is to support parents as they identify and meet their own goals, nurture the development of their children in the context of their family and culture, and advocate for communities that are supportive of children and families of all cultures. The building of trusting, collaborating relationships between parents and staff allow them to share with and to learn from each other. Head Start serves families within the context of the community, and recognizes that many other agencies and groups work with the same families. The objective of Community Partnerships is to ensure that grantees and delegate agencies collaborate with partners in the community, in order to provide the highest level of services to children and families, to foster the development of continuum of family centered services, and to advocate for a community that shares responsibility for the healthy development of children and families of all cultures.

General areas of implementation of this standard are:

1. Family Partnership Agreement: Families identify goals and receive the support of staff in the implementation and follow-up for completion of partnership plan.
2. Community Partnerships: Staff identifies community resources that provide services that are supportive of Head Start program.
3. Community Partnerships: Head Start program form partnerships with agencies that provide services for program operation and general resources.
4. Program Governance: Parents are involved in the decision process of Head Start by the formulation of Policy Council, Policy Committee, Parent Committees and advisory committees. This ensures that parents and the Community Representatives are empowered to actively participate in the shared decision-making process. (Policy Council consists of 21 members). Each Head Start center has policy committee representatives and parent committees.
5. Parent Involvement: Parents have monthly scheduled meetings in addition to scheduled activities held on-site and off-site. Parents participate in local, state, and national conferences, workshops, and trainings.
6. Fatherhood Initiative: Identified activities and programs are scheduled for fathers and supportive males of the children and families in the program. Fathers participate in local, state, and national conferences, workshops, and trainings.
The purpose of the Family Literacy Resource Center is to instill in parents they are their child’s primary teacher. Providing tools to enable parents in this effort is what we strive for consistently. Our visionary objective is to build strong collaborations and relationships with community agencies to help foster opportunities for parents. The Books from Birth Foundation, Mid-South Reads, Hope Credit Union, Memphis Literacy Council, Hope Works, Lemoyne Owen College, Southwest Community College, Suntrust Bank, Memphis City/County schools, Seedco and UT Expanded Food & Nutrition Education Program are some of the more recent or past collaborations we have. At the Renaissance Family Literacy Resource Center, we focus on computer literacy to phase into the new millennium expectations.

Parents use the computer lab to find or search for jobs, enroll in free on-line courses for personal growth or to help educate them in early childhood education. They have access to online Government Services and can set appointments or apply for government assistance all done through computer technology. Parents who are enrolled in school use the resource lab to do school work or to help them with classroom assignments. The Family Literacy Resource Center offers parents the opportunity to branch out and expand their knowledge by giving them hands on experiences with computer learning and communications. In the future, The Head Start program plan to expand this Resource service to other Head Start Centers! Resource Centers will be placed strategically in central located sites which are accessible to surrounding centers and the community.
In accordance with Performance Standards each child enrolled in Shelby County Head Start is required to have a physical and dental exam within 90 days of enrollment. Shelby County Head Start works closely with parents of enrolled children to accomplish this ensuring that the children we serve can grow and learn without the distraction of pain from illnesses and dental problems. Shelby County Head Start partners and contracts with numerous community providers for Health and Dental Services ensuring our families are able to secure medical and dental homes for not only their Head Start enrolled child but for the entire family. According to the Program Information Report (2008) the following health related services were documented:

<table>
<thead>
<tr>
<th>Service</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical exams completed*</td>
<td>3022</td>
<td>(95.78%)</td>
</tr>
<tr>
<td>Treatment needed</td>
<td>21</td>
<td>(0.69%)</td>
</tr>
<tr>
<td>Treatment received*</td>
<td>21</td>
<td>(100%)</td>
</tr>
<tr>
<td>Dental exams completed*</td>
<td>2950</td>
<td>(93.50%)</td>
</tr>
<tr>
<td>Treatment needed</td>
<td>637</td>
<td>(21.56%)</td>
</tr>
<tr>
<td>Treatment received*</td>
<td>542</td>
<td>(85.22%)</td>
</tr>
</tbody>
</table>

* Remaining children are in process of getting physical, dental exams, and follow up or left the program before receiving exams or follow up.

Shelby County Head Start strives to meet identified physical, developmental, medical, or psychological needs. Services for enrollees are provided by the following agencies:

- University of Tennessee Boling Center
- University of Tennessee Medical Group
- TennCare Providers
- Private Practice Pediatricians
- Memphis City Schools (Colonial Speech and Hearing Center)
- Shelby County Schools
- LeBonheur Medical Group
- Pediatric Services of America
- Lifetime Occupational and Physical Therapy
- University of Memphis Speech and Hearing
Program commitment to wellness embraces a comprehensive vision of health for children, families and also staff. The objective of Health Services is to ensure that, through collaboration among families, staff, and health professionals, all child health and development concerns are identified, and children and families are linked to an ongoing source of continuous, accessible care to meet their basic health needs. Health related trainings are provided to families so that parents have the necessary tools to advocate and utilize preventive health maintenance methods for their children and themselves. General topics that the program promotes include:

1. Adult Health and Wellness
2. Child Health Services
3. Childhood Diseases Prevention
4. Child Nutrition
5. Childhood Safety and Injury Prevention
6. Mental Health
7. Oral Health

**Immunization Requirements**

All prospective enrollees are required to have the following immunizations before enrolling in Shelby County Head Start: DPT, Polio, HIB, Hepatitis B, MMR, Hepatitis A (designated areas), and TB Skin Test.

**MENTAL HEALTH**

Manager: Rachel Hennings

Shelby County Head Start knows the importance of fostering good social/emotional skills in our children and families. We contract with six local Mental Health Agencies/Individual Licensed Consultants to assist staff and parents in dealing with the wide variety of behaviors exhibited by children. Lesson Plans developed by teaching staff cater to each child’s individual style of learning. Children are encouraged to share their feelings and taught how to be respectful of their peers in their classroom learning environments. According to the most recent Program Information Report (2008) 100% of children who were referred for additional treatment for behavior concerns received services.
Shelby County Head Start participates in the USDA Child Nutrition Program which provides reimbursement for meals and snacks served to enrolled children. Approximately 101,000 meals and snacks are served monthly to children enrolled in Shelby County Head Start. This consists of breakfast, lunch, and snack served daily. These meals and snacks provide up to two thirds of the child’s nutritional requirements. A variety of cultural and ethnic foods are introduced regularly. Teachers receive nutrition activity sheets with menus that offer suggested activities centered on selected menu items. Mealtime is observed family style with emphasis placed on socialization and self help skills.

Children’s heights and weights are measured and documented 3 times a year. Parents are consulted when children’s growth documents above or below suggested percentiles for their age. Parents are given literature and guidance on incorporating healthy eating habits for the entire family into their daily routines.

Children in the Shelby County Head Start Program practice good dental hygiene after meals with daily brushing of teeth. Teachers in the program brush teeth with the children to model good dental hygiene. According to most recent Program Information Report (2008) 100% of enrolled children received Preventative Treatment for Dental Carries.

The Education, Development and Compliance area is responsible for assessing the performance and compliance of the Head Start program. The primary focus is on the delivery of service as well as the management systems that support services. In addition, this area plans professional development for all Head Start employees, including assisting instructional staff as they pursue their continued education. Seeking external funding through grant writing is another responsibility of this program service area.
Children throughout the State of Tennessee from ages 0-5 receive a free monthly book delivered and addressed in their name to their home. This is a State Initiative with collaborative partnerships with Governor of Tennessee, Governor Bredesen (Books to Birth) and the Dolly Parton Foundation (Imagination Foundation). Thousands of children in the Memphis and Shelby County communities are receiving the age appropriate books. The Books to Birth registration form has been implemented into the recruitment/enrollment process of The Head Start program. The head Start program also has the same books in the classrooms that children receive at home so that reading is re-enforced in both the home of the child, and also the child’s learning environment. This initiative is promoted on a grand scale by the Shelby County Mayor, A C Wharton.

Resource site where parents have an opportunity to participate in various trainings topics. The Resource center also has a computer lab which allows parents to complete on-line classes, resume building, employment research, and many other resources that exist within the communities of Memphis/Shelby County. This resource center is open to the general public and housed in the community of Lemoyne Owen College. This partnership is collaborative between Shelby County Government Head Start and the City of Memphis, (Memphis Housing Authority). The future plans for the Head Start program is to implement a Resource Center in various geographic areas of the city so that all families have an opportunity to benefit from this initiative.

Professional development for Head Start staff is intensive, on-going and connected to early childhood best practices and aligned with the Tennessee Early Learning Developmental Standards. In addition, professional development uses Head Start Outcomes as a source for planning staff training. A wide variety of strategies are used in planning professional development opportunities for staff which include: individual assessment of training needs, site visits, technical support, mentoring, coaching, workshops, conferences, and paid college tuition and books.
Child/Family Development Initiatives

Educational Assessment
Children are assessed three times a year to determine their progress in the development of their cognitive, language, social-emotional, daily living, and fine and gross motor skills.

Individualization of Instruction
Shelby County Head Start recognizes that each child’s pattern of development may vary. Thus activities are designed to allow each child to be successful while encouraging them to move on to the next stage of development. “Parents, teachers, and caregivers promote development when they create learning experiences that build on and extend that child’s competence—experience that are challenging, but within reach.”

Emphasis on Language and Literacy
Language and literacy activities are integrated into all aspects of the day.

Emphasis on Social Skill Development
Shelby County Head Start believes that in order for children to be successful throughout their school careers, they must be able to follow basic social rules and believe in their ability to succeed.

Rich Learning Environment
Shelby County Head Start provides a wide array of developmentally appropriate learning materials as well as a variety of learning materials, which allow children to participate in active problem solving during their play.

Kindergarten Readiness Skills
Children preparing for kindergarten are guided in learning the basic literacy, writing, math, and science skills, which will enhance their success in kindergarten.

Referrals
Children are referred, with parent permission, to the School District and/or community agencies for further assessment and services when determined necessary.

Nutrition Program
Breakfast, lunch and a nutritious snack meeting USDA guidelines are provided daily.

Health Program
All children enrolled in Shelby County Head Start have had a physical, dental exam and are up-to-date with their immunizations. Height, weight and vision screenings are conducted on a regular basis.

Parent Involvement / Family and Community Partnerships
Head Start offers parents opportunities and support for growth, so that they can identify their own strengths, needs, and interest. The objective of Family Partnerships is the support parents as they identify and meet their own goals, nurture the development of their children in the context of their family and culture, and advocate for communities that are supportive of children and families of all cultures. The building of trusting, collaborating relationships between parents and staff allow them to share with and to learn from each other.
Head Start Champions

Each month Head Start recognizes staff for outstanding achievement and going above and beyond the call of duty...we call them Head Start Champions. Categories include perfect attendance, high performance appraisal score, receiving a degree or certification, seeking community resources, outstanding attitude, and in-kind contributions. There were 16 Head Start Champions for the 2008 – 2009 program year. Out of the 16, Geraldine Bogan was selected as the Employee of the Year.

Elected September 2008

Rhonda Beason  Luril Brown  Elester Chambers  Mattie Harris  Barbara Wakefield

Elected December 2008

Geraldine Bogan  Ernest Brown  Hosea Patterson  Doris Seals  Samantha Vail

Debra Peters  Felecia Elliott  Tanya Sharpe  Carolyn Dotson  Cathy Genesy

Elected February 2009 – Exie Stevenson (No Photo Taken)
Center Recognition

Center of the Year

St. William Head Start
Millington, TN 38053

Center Supervisor:
Barbara Wakefield

Highest ECERS Score

Delano Head Start
Score of 5.72

Delano Head Start
Karen Boyd (Teacher)
Angie Wilson (Assistant)
Score of 5.72

Georgian Hills Head Start
Bertha Eulls (Teacher)
Treva Clark (Assistant)
Score of 5.67
Federal Review Summary

<table>
<thead>
<tr>
<th>Grantee / Wrap Around / Community Partners / Memphis City Schools</th>
<th>Findings / Areas Out of Compliance</th>
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<tbody>
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<td></td>
<td>• Must include in its Pre-K curriculum and its assessment tool, developmental appropriate activities and routines which support the social and emotional development of young children</td>
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<td>• Must ensure that hand-washing and food service activities in all classrooms conform with Head Start performance standards</td>
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<td>• Must ensure that all classrooms have approved Head Start first aid kits for all centers, field trips and/or outings</td>
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<td>• Must ensure that all Mental Health services are available for all Head Start and Pre-K sites</td>
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<td>• All facilities and equipment must be maintained in good repair (one site was indicated for improper lighting for classroom on day of review)</td>
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<th>Primary Preparatory, Inc.</th>
<th>Findings / Areas Out of Compliance</th>
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<td>• Must develop job descriptions for Family Services/Disabilities Manager and Education/Mental Health Manager</td>
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<th>YMCA</th>
<th>Findings / Areas Out of Compliance</th>
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<td>• Must redefine verification of non-federal share</td>
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<td>• Must review depreciation schedule for Delegate-owned facility</td>
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Accomplishments and Challenges

Head Start Collaborations

The partnerships with the University of Memphis and Memphis City Schools have allowed Shelby County Head Start (SCHS) to expand the resources to which eligible children have access. These partner organizations provide unique services to supplement those offered to preschoolers through the traditional Head Start curriculum. SCHS has expanded its ability to serve disabled enrollees through its partnership with the University of Memphis. This collaboration improved the quality of services provided by increasing the certification level of Head Start teaching staff and through the hiring of quality assurance staff. Additional funding from the State of Tennessee is anticipated for the upcoming school year that would allow further enhancement of Head Start services.

New Sites

Access for Head Start-eligible children has also been increased through new sites established by the University of Memphis through its child development program and through Head Start’s partnership with Memphis City Schools and their expanded pre-kindergarten program (which has become a statewide priority). These partnerships have resulted in an additional 18 sites for early education services in Shelby County. These new sites are expected to provide, among other benefits, greater access for the growing number of Hispanic children within the community. To provide accessible services in a nurturing environment Head Start purchased of a new state-of-the-art facility, Ridgeway Head Start.

Challenges

Shelby County Head Start faces challenges in only a couple of areas and is addressing them in a proactive manner. A side-effect of the partnership with the Memphis City Schools is the increased competition that has occurred for 4-year-old enrollees. Ideally, Head Start would enroll those who are eligible on general criteria and meet the income requirements, while MCS programs would enroll the rest. However, many parents of 4-year-olds opt to place them in the MCS programs because they have siblings who are already attending a particular school.

Another challenge is transportation for enrollees. In the past, the Head Start program has provided extensive transportation services for enrollees who have difficulty in traveling to program sites. However, it has become increasingly expensive to continue to provide program-wide transportation services for enrollees. As a result, only four sites currently offer transportation services and this creates a barrier for some enrollees. In the absence of system-wide transportation the program is attempting to locate sites as close to the Head Start-eligible population as possible.

One other area in which SCHS faces challenges relates to staffing. This challenge involves the ability to recruit and employ bilingual staff to meet the needs of a growing population requiring SCHS services. Maintaining the highest level of credentialing for Head Start teachers where many are required to meet State Teacher Certification credentials is also a challenge for the program. Both issues are being aggressively addressed by Program Management.