

# The Metropolitan Action Commission HEAD START and EARLY HEAD PROGRAM 2017-2018 Annual Report

Serving Children & Families of Davidson County Across 526 Square Miles



Breakfast at Susan Gray Head Start Center

**“Breaking the cycle of poverty in our community one child, one person, one family at a time”**

The Annual Report for Head Start and Early Head Start is prepared in conjunction with the release of the city’s Comprehensive Annual Financial Report (CAFR). The financial information is prepared based on the city’s most recent CAFR at the time of this report.

# About our agency...

*T*he Metropolitan Action Commission is the designated community action agency for Nashville and Davidson County charged with eliminating the barriers of poverty with the ultimate goal of moving families out of poverty. Using a two-generation, whole-family approach as well as an integrated service model to build a system of care for families with limited incomes, we serve an average of 20,000 families.

Our Head Start and Early Head Start program is the largest provider of early childhood education for children birth to five in Davidson County. This program promotes school readiness for children from families with low incomes through education, health, social and other comprehensive services. Community Services provides high school equivalency/GED test preparation and college readiness classes and support. The agency also assists families with utility, mortgage and rent payments, prescription costs, utilities and rental deposits for residents, property tax assistance for senior citizens and youth programs through our Summer Food Service Program and our Summer Youth Technology Camp. Our Summer Cooling program provides air conditioning units at no cost to residents with medical conditions during months when we historically have extreme heat conditions. The MAC 4 Jobs Program provides workforce development initiatives to increase the earning potential of families within Head Start, Early Head Start and Adult Education programs.

Our agency employs an average of 310 staff at 8 locations throughout the county. We receive funding from The U.S. Department of Health and Human Services, U.S. Department of Agriculture, the State of Tennessee, the City of Nashville and Davidson County and Piedmont Natural Gas. The board is comprised of 16 members (Commissioners) from the communities served by the agency as well as appointed members by the city Mayor.



## Head Start Guiding Principles

School readiness is comprised of many elements that are driven by various factors. In order to address these multiple components of school readiness, an ongoing plan for student success which includes the child, the caregiver, and the parent, as well as a connection to home and school environments must be implemented.

- It is essential to meet individual needs through an environment of trust and acceptance that supports and respects gender, culture, language, ethnicity, and structure.
- Parent engagement is a critical component in a child's development and learning experiences.
- Parents are a child's first and most important teachers.
- An alignment of curriculum, instruction and assessments are necessary to effectively support children.
- All children deserve a safe, healthy and high quality, age appropriate program that fosters an environment of learning which will prepare them for school.

## Early Head Start Guiding Principles

It is important to understand the early experiences of zero to three/infants and toddlers provide the foundation for school success. The relationships that infants and toddlers build with warm, responsive and nurturing adults assists their developmental competencies, such as a willingness to learn, developing positive relationships, productively handling stressful situations, and problem solving.

- Social-emotional development raises cognitive development.
- Positive relationships empower learning.
- Relationships open the door to curriculum delivery.
- Children are supported when teachers provide support to parents.



Grandparents Day at North Head Start

## Our Vision

Breaking the cycle of poverty  
in our community—  
one child, one person,  
one family at a time.

## We will...

Pursue excellence always.  
Deliver high quality only.  
Show accountability consistently.  
Change the culture incrementally.  
Focus on performance urgently.

## Our Core Values

We show compassion.  
We deliver unmatched  
customer service.  
We give the highest quality.  
We achieve through team work.  
We embrace innovation.  
We live integrity.

# Metro Action Commission Head Start/Early Head Start Centers and Early Head Start Partner Locations

## (Metro Action Locations)

### **Berry Head Start and Early Head Start Center**

2233 Winford Avenue  
Nashville, TN 37211  
Center Manager: Letitia Byrd  
(615) 862-8911

### **Frederick Douglass Head Start and Early Head Start Center**

621 Howerton Street  
Nashville, TN 37206  
Center Manager: Corita Edwards  
(615) 862-8878

### **Dudley Head Start Center**

1203 3<sup>rd</sup> Ave S  
Nashville, TN 37210  
Center Manager: Stephanie Ross  
(615) 862-8885

### **Richland Head Start and Early Head Start Center**

5900 Charlotte Pike  
Nashville, TN 37209  
Center Manager: Tashara Pillow-Thompson  
(615) 862-8935

### **North Head Start Center**

1624 5<sup>th</sup> Ave N  
Nashville, TN 37208  
Center Manager: Deaderick Jones  
(615) 862-8722

### **Susan Gray Head Start Center**

445 Cotton Lane  
Nashville, TN 37211  
Center Manager: Donald Parham  
(615) 862-8888

### **Tom Joy Head Start and Early Head Start Center**

1901 Lischey Ave  
Nashville, TN 37207  
Center Manager: Sharonda Dooley  
(615) 880-1690

## (Partner Locations)

### **McNeilly Infant & Toddler Center**

Lynne Collier, Program Manager:  
611 Stockell Street  
Nashville, TN 37207  
(615) 780-5427

### **Casa Azafrán Early Learning Center**

Dalila Duarte, Principal  
2195 Nolensville Pike, Suite #3  
Nashville TN 37211  
(615) 291-4672

### **Metro Nashville Public Schools - Division of Special Education Extended School Year Program**

*(Summer Partnership located at Metro Action Susan Gray Head Start Center)*  
Sharon Burgess, Program Coordinator  
2601 Bransford Avenue  
Nashville, TN 37204  
(615) 259-4636



Children of Susan Gray Head Start Center

## Actual Budget Revenue 2017-2018

(Head Start Grant 04CH010156)

| Program          | Federal Grant for Operations<br>(Head Start PA25, Early Head Start PA 22) | Federal Grant for Training (Head Start PA26, Early Head Start PA 20) | Local Cash Match (Non-Federal Share) | In-Kind Match (Non-Federal Share) | Total Revenue/ In-Kind |
|------------------|---|--|--------------------------------------|-----------------------------------|------------------------|
| Head Start       | \$10,946,882.00   | \$119,043.00   | \$2,766,481.00                       | \$0                               | \$13,832,406.00        |
| Early Head Start | \$1,416,828.00  | \$23,647.00  | \$360,119.00                         | \$0                               | \$1,800,594.00         |
|                  |   |  |                                      |                                   | <b>\$15,633,000.00</b> |

## Actual Budget Expenditures 2017-2018

(Head Start Grant 04CH010156)

### Head Start

|                           |                        |
|---------------------------|------------------------|
| <b>Personnel</b>          | <b>\$8,383,434.19</b>  |
| Fringe Benefits           | \$3,385,892.07         |
| Travel                    | \$36,285.49            |
| Equipment                 |                        |
| Land/Bldg Improvements    |                        |
| Supplies                  | \$458,750.98           |
| Contractual               | \$239,998.38           |
| Other                     | \$1,534,710.6          |
| Indirect Costs            | \$400,000              |
| <b>Total Expenditures</b> | <b>\$14,439,071.71</b> |

### Early Head Start

|                           |                       |
|---------------------------|-----------------------|
| <b>Personnel</b>          | <b>\$569,890.47</b>   |
| Fringe Benefits           | \$256,924.21          |
| Travel                    | \$17,028.80           |
| Equipment                 | \$15,568.00           |
| Land/Bldg Improvements    |                       |
| Supplies                  | \$91,325.09           |
| Contractual               | \$501,683.16          |
| Other                     | \$17,404.23           |
| Indirect Costs            | \$60,000.01           |
| <b>Total Expenditures</b> | <b>\$1,529,823.97</b> |

Excess In-Kind (Non-Cash/Cash)      \$732,348.99

**Total Expenditures (Head Start and Early Head Start)      \$15,968,895.68**

## Projected Budget 2018-2019

(Head Start Grant 04CH010156)

| Program          | Federal Grant for Operations<br>(Head Start PA25, Early Head Start PA 22) | Federal Grant for Training (Head Start PA26, Early Head Start PA 20) | Local Cash Match (Non-Federal Share) | In-Kind Match (Non-Federal Share) | Total Revenue/ In-Kind |
|------------------|---|--|--------------------------------------|-----------------------------------|------------------------|
| Head Start       | \$11,231,501.00   | \$134,767.00   | \$2,841,567.00                       |                                   | \$14,207,835.00        |
| Early Head Start | \$1,453,666.00  | \$33,387.00  | \$371,464.00                         |                                   | \$1,858,817.00         |
| <b>Total</b>     |   |  |                                      |                                   | <b>\$16,066,651.25</b> |



Dr. Deborah Bergeron, the National Head Start Director and Captain Robert “Bob” Bialas, Region IV Director visited the Metropolitan Action Commission in Spring 2018.

*(Photo taken at the Frederick Douglass and Susan Gray Head Start Centers)*

The Metropolitan Government of Nashville and Davidson County participates in an independent audit which monitors internal controls, financial reporting in accordance with Government Auditing Standards by Crosslin Certified Public Accountants. There were no findings reported for these reporting years.

To access all CAFR and Single Audit Reports visit Metro Nashville Government Finance Webpage at [www.nashville.gov/finance/financial-operations.aspx](http://www.nashville.gov/finance/financial-operations.aspx)



## Parent, Family, and Community Engagement

As research suggests, parents and family members are more likely to become engaged in their young child's development and learning when they have positive and trusting relationships with those who support them. In Head Start and Early Head Start, these relationships focus on goals that families develop with the support of program leadership, staff, and engaged community partners. These goal-directed relationships are part of the two-generational, whole family approach of working with children and adult family members and distinguish Head Start and Early Head Start from other early childhood initiatives. They are most likely to take root within programs that take intentional steps to promote parent and family engagement.

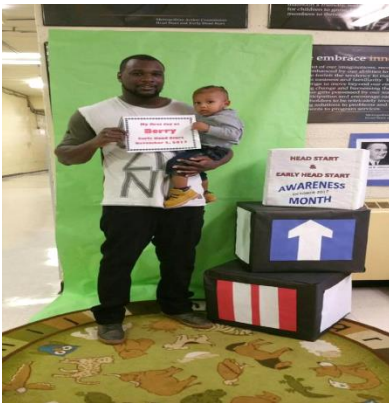
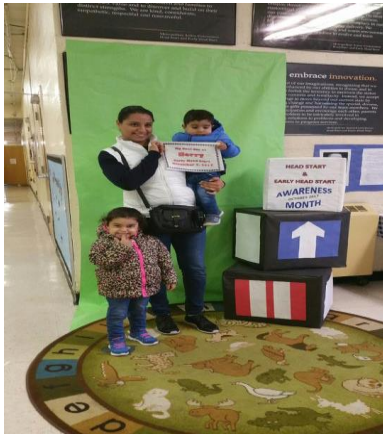


Dads from the Frederick Douglass Head Start Father II Father Initiative

| Parent Engagement Activities                |              |            |              |            |
|---|--------------|------------|--------------|------------|
|   | 2016-17      |            | 2017-18      |            |
| (Outcomes Matrix)                           | HS           | EHS        | HS           | EHS        |
| Well-Being (Includes MAC4Jobs Participants) | 962          | 74         | 973          | 66         |
| Parent-Child Relationships                  | 444          | 58         | 239          | 10         |
| Lifelong Educators                          | 610          | 70         | 1191         | 4          |
| Families as Learners                        | 145          | 32         | 67           | 126        |
| Engagement in Transitions                   | 156          | 33         | 1798         | 138        |
| Connecting to Peers & Community             | 349          | 51         | 202          | 11         |
| Family Advocates & Leaders                  | 101          | 25         | 7            | 0          |
| <u>Total Family Events by Program</u>       | <u>2,767</u> | <u>343</u> | <u>4,477</u> | <u>358</u> |
| <b>AGENCY TOTAL FAMILY EVENTS</b>           | <b>3,110</b> |            | <b>4,835</b> |            |

# A snapshot of the Early Head Start Program for the 2017-18 school year

The Metropolitan Action Commission has Early Head Start Classrooms within three of our Head Start centers, Berry, Douglass and Richland. In the 2018-19, the agency added a fourth location, the Tom Joy center.



Parents celebrating National Head Start Awareness Month at Berry Head Start Center

|                                      |     |
|--------------------------------------|-----|
| Funded Enrollment                    | 120 |
| Accumulative Enrollment              | 181 |
| Total Budgeted Staff                 | 28  |
| Total Number of Classrooms           | 14  |
| Average Class Size                   | 8   |
| Mental Health Referrals              | 0   |
| Up-to-date Oral Health Care          | 33  |
| Children up-to-date on Immunizations | 114 |
| Children with IFSP                   | 19  |
| Prenatal Health Care                 | 23  |
| Single Parent Families               | 116 |
| Two Parent Families                  | 23  |
| Both Parents Employed                | 3   |
| Parents in Training or School        | 29  |
| Volunteers                           | 32  |
| Homeless Families Served             | 7   |

*The Metropolitan Action Commission Head Start and Early Head Start Program Information Report (PIR) provides comprehensive data on the services, staff, children, and families served by our Early Childhood Education Program.*

*All programs across the nation are also required to provide this data to the Office of Head Start Head Start.*



# A snapshot of the Head Start Program for the 2017-18 school year

The Metropolitan Action Commission has seven Head Start and Early Head Start locations throughout Nashville and Davidson County.

|  |          |
|--|----------|
| Funded Enrollment                            | 1365     |
| Accumulative Enrollment                      | 1578     |
| Total Budgeted Staff                         | 314      |
| Total Number of Classrooms                   | 72       |
| Transportation Services (Bus)                | 496      |
| Mental Health Referrals                      | 38       |
| Dental Examine Received Treatment            | 1483/16  |
| Unhealthy/Healthy BMI                        | 533/1045 |
| Children with IEP                            | 146      |
| Newly Enrolled Children Behavioral Screening | 823      |
| Single Parent Families                       | 1018     |
| Two Parent Families                          | 423      |
| Both Parents Employed                        | 76       |
| Parents in Training or School                | 286      |
| Volunteers                                   | 884      |
| Homeless Families Served                     | 32       |



Art activity at Frederick Douglass Head Start Center



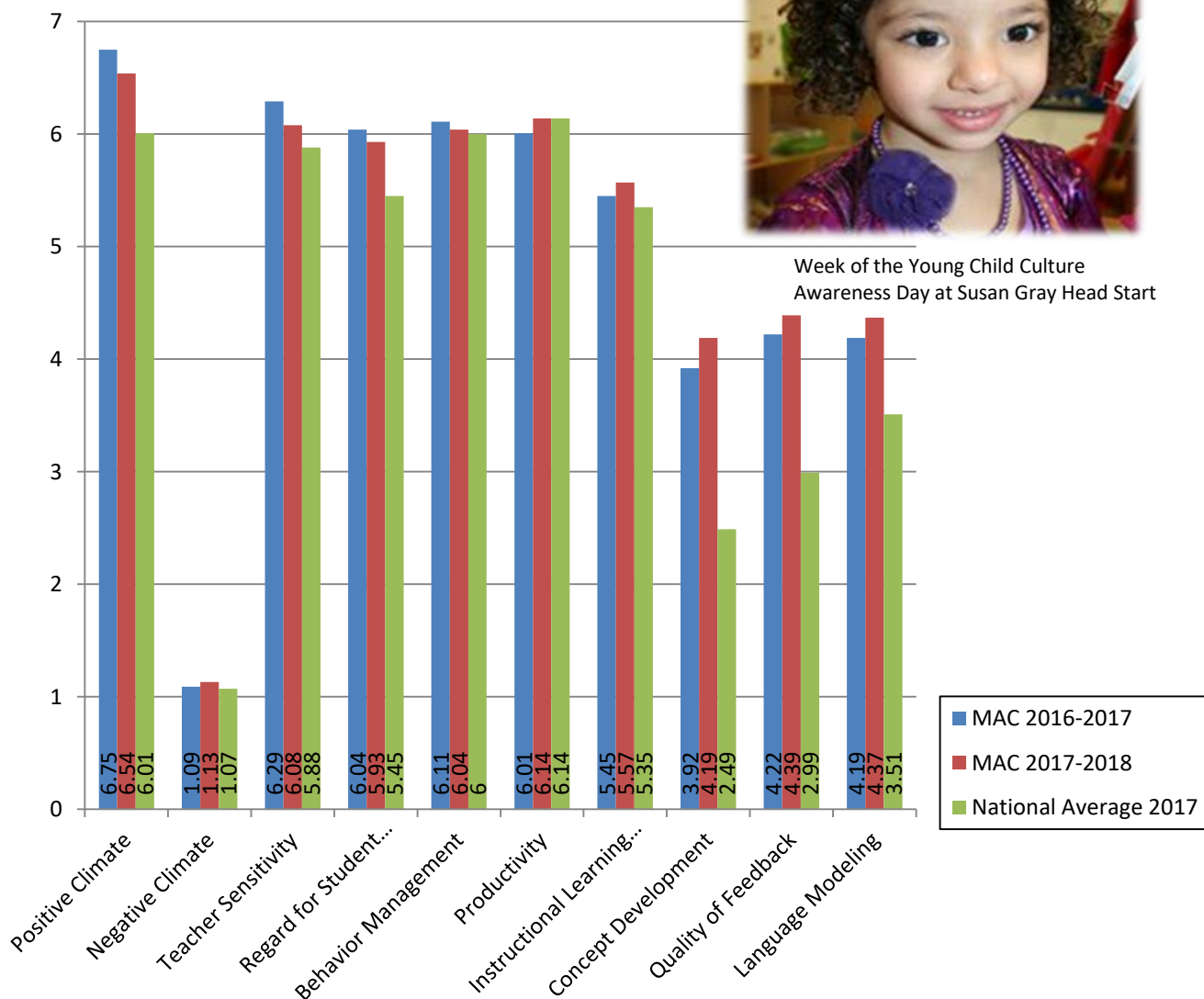
Week of the Young Child at North Head Start with students from Tennessee State University Family and Consumer Science Department.

# Classroom Assessment Scoring System Data (2017-18)

The Classroom Assessment Scoring System (CLASS®) is an observation instrument that assesses the quality of teacher-child interactions in center-based preschool classrooms. CLASS® includes three domains or categories of teacher-child interactions that support children's learning and development: Emotional Support, Classroom Organization, and Instructional Support. Within each domain are dimensions that capture more specific details about teachers' interactions with children.



Week of the Young Child Culture Awareness Day at Susan Gray Head Start



## Areas of Development of our Early Head Start Children (Fall, Winter and Spring 2017-18)



Richland Early Head Start Center



Berry Early Head Start Center

### Early Head Start – Teaching Strategies Gold

| Area of Development     | Fall 2017-2018      |                       |                         | Winter 2017-2018    |                       |                         | Spring 2017-2018    |                       |                         |
|-------------------------|---------------------|-----------------------|-------------------------|---------------------|-----------------------|-------------------------|---------------------|-----------------------|-------------------------|
|                         | % of Children Below | % of Children Meeting | % of Children Exceeding | % of Children Below | % of Children Meeting | % of Children Exceeding | % of Children Below | % of Children Meeting | % of Children Exceeding |
| <b>Social-Emotional</b> | 36.78%              | 40.23%                | 22.99%                  | 29.79%              | 53.19%                | 17.02%                  | 24.71%              | 50.59%                | 24.71%                  |
| <b>Physical</b>         | 36.36%              | 26.14%                | 37.5%                   | 13.04%              | 47.83%                | 39.13%                  | 14.29%              | 39.29%                | 46.43%                  |
| <b>Language</b>         | 44.83%              | 41.38%                | 13.79%                  | 31.93%              | 48.94%                | 19.15%                  | 29.41%              | 45.88%                | 24.71%                  |
| <b>Cognitive</b>        | 35.63%              | 41.38%                | 22.99%                  | 23.66%              | 47.31%                | 29.03%                  | 16.47%              | 50.59%                | 32.94%                  |
| <b>Literacy</b>         | 34.12%              | 44.71%                | 21.18%                  | 19.57%              | 45.65%                | 34.78%                  | 17.65%              | 40%                   | 42.35%                  |
| <b>Mathematics</b>      | 52.57%              | 23.86%                | 23.86%                  | 40.86%              | 33.33%                | 25.81%                  | 30.59%              | 36.47%                | 32.94%                  |



## Areas of Development of our Head Start Children (Fall, Winter and Spring 2017-18)



Celebration of Cultures at Susan Gray  
Head Start Center



Father Read Me Day at Dudley Head Start  
Center

### Head Start – Teaching Strategies Gold

| Area<br>of<br>Development    | Fall 2017-2018            |                             |                               | Winter 2017-2018          |                             |                               | Spring 2017-2018          |                             |                               |
|------------------------------|---------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------------|---------------------------|-----------------------------|-------------------------------|
|                              | % of<br>Children<br>Below | % of<br>Children<br>Meeting | % of<br>Children<br>Exceeding | % of<br>Children<br>Below | % of<br>Children<br>Meeting | % of<br>Children<br>Exceeding | % of<br>Children<br>Below | % of<br>Children<br>Meeting | % of<br>Children<br>Exceeding |
| <b>Social-<br/>Emotional</b> | 44.13%                    | 46.26%                      | 9.61%                         | 20.97%                    | 64.51%                      | 14.51%                        | 6.17%                     | 51.25%                      | 42.58%                        |
| <b>Physical</b>              | 45.12%                    | 49.84%                      | 5.04%                         | 23.37%                    | 69.42%                      | 7.21%                         | 7.12%                     | 66.1%                       | 26.78%                        |
| <b>Language</b>              | 51.69%                    | 44.68%                      | 3.62%                         | 31.9%                     | 60.85%                      | 7.26%                         | 10.95%                    | 60.47%                      | 28.58%                        |
| <b>Cognitive</b>             | 49.33%                    | 47.76%                      | 2.91%                         | 28.47%                    | 61.56%                      | 9.97%                         | 7.27%                     | 59.54%                      | 33.19%                        |
| <b>Literacy</b>              | 48.06%                    | 47.19%                      | 4.74%                         | 17.89%                    | 71.65%                      | 10.46%                        | 4.71%                     | 61.81%                      | 33.48%                        |
| <b>Mathematics</b>           | 64.39%                    | 33.39%                      | 2.22%                         | 33.74%                    | 58.09%                      | 8.17%                         | 13.09%                    | 60.51%                      | 26.4%                         |

**For more information regarding the Head Start  
and Early Head Start Programs contact:**

Dr. Phara Fondren, Director of Head Start and  
Early Head Start  
([phara.fondren@nashville.gov](mailto:phara.fondren@nashville.gov))  
615-862-8860. Ext 70140

or

Dr. Cynthia Croom, Executive Director of the  
Metropolitan Action Commission  
([cynthia.croom@nashville.gov](mailto:cynthia.croom@nashville.gov))  
615-862-8860, Ext 70104

**Metropolitan Action Commission  
800 2<sup>nd</sup> Avenue North  
Nashville, TN 37201  
[Nashville.gov/mac](http://Nashville.gov/mac)**

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