



# NEW CASTLE COUNTY Head Start, Inc.

## Annual Report 2023 - 2024

### A Message from the Executive Director

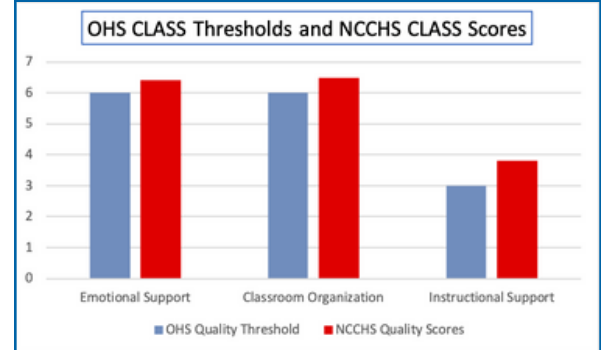
I am honored to share the 2023-2024 New Castle County Head Start, Inc. (NCCHS) Annual Report, a reflection of our incredible impact together over the past year. Our success is made possible by the dedication of our staff and the commitment of the families we serve.

A significant achievement during the year was a successful federal review of NCCHS, evaluating program performance, progress, and adherence to federal requirements. All Head Start programs undergo periodic federal reviews to ensure compliance with performance standards. In February 2024, the Office of Head Start (OHS) conducted a Focus Area 2 monitoring review of NCCHS. Over a week, a team of reviewers analyzed key areas, held staff and parent interviews, and examined program data to assess overall effectiveness.



Wendy Marsilii, Executive Director

In March 2024, OHS completed a Classroom Assessment Scoring System (CLASS) evaluation, using in-class observations to assess classroom quality against federal benchmarks. As shown in the chart, NCCHS not only met but also exceeded all thresholds, showcasing our commitment to excellence in early childhood education and the ongoing dedication to continuous program improvement.



We invite you to visit an NCCHS center near you to see firsthand how we're making a difference in Delaware!



L to r: Elaine Reilly, Judy Guttenplan, Carroll Shannon, Linda L. Marks, J.D. Lee, Holly Yoder, and Leslie Lee. Virtual: Donzell Harmon and Michael Staman.

### 2023-2024 Board of Directors

Linda L. Marks, *Chairperson*  
J.D. Lee, *Vice Chairperson*  
Elaine Reilly, *Secretary*  
Caroline Horty Dickerson, *Treasurer*  
Judy Guttenplan  
Donzell Harmon

Leslie Lee  
Shari Milewski  
Carroll Shannon  
Michael Staman  
Todd Veale  
Holly Yoder

# 2023-2024 By the Numbers

**562**  
Total number  
of enrollment

- 445 Head Start children ages 3 to 5 years
  - 322 children in the extended-day program
  - 123 children in the year-round program
- 113 Early Head Start children ages birth to 3 years and 4 pregnant mothers
- 60 Head Start and 11 Early Head Start children with disabilities
- 84% and 100% continuous enrollment for Head Start and Early Head Start, respectively
- 97% of Head Start children and 94% of Early Head Start children received medical exams, and 85% of Head Start children and 73% of Early Head Start children received dental exams



**504**  
Total number  
of families

- 412 total Head Start families and 92 total Early Head Start families
- 382 Head Start families and 84 Early Head Start families had incomes at or below the poverty level

**127**  
Total number  
of staff

- 120 total Head Start staff and 7 Early Head Start staff
- 74 Head Start classroom staff and 6 Early Head Start home visitors
- 67% of Head Start lead teachers and 50% of Early Head Start home visitors have a bachelor's degree or higher degree
- 100% of Head Start assistants have a Child Development Associate credential or an associate's degree
- 34 of the Head Start staff and 2 of the Early Head Start staff are former parents

**636**  
Total number  
of volunteers

- 548 Head Start volunteers and 88 Early Head Start volunteers
- 48,381 total Head Start volunteer hours and 29,040 total Early Head Start volunteer hours
- 92% of Head Start volunteers and 100% of Early Head Start volunteers are current or former parents

## NCCHS Parent Volunteers

Thank you to all the parent volunteers for your time and service to NCCHS during the 2023-2024 school year. We would like to recognize Guadalupe Tapia Solano (Early Head Start) for the most volunteer hours, with a total of 875 hours.

Parents recognized with the most hours per center were Rocio Galindo-Silva (Absalom Jones), Jennifer Nava (Jeffrey E. Benatti Center), Petra Rios (Claymont), Pedro Lopez Diaz Werner (Lambson), and Eliz Melendez-Ruiz (Manor Park).





# 2023-2024 Accomplishments

## Funding

- Welcomed 17 new employees to NCCHS.
- Completed an annual financial audit with no findings.
- 13 staff members were enrolled in degree programs.
- Received \$235,000 from the State of Delaware Quality Improvement Award, which was used to reward staff for their commitment to the children and families with retention, longevity, and staff appreciation bonuses.



## Program

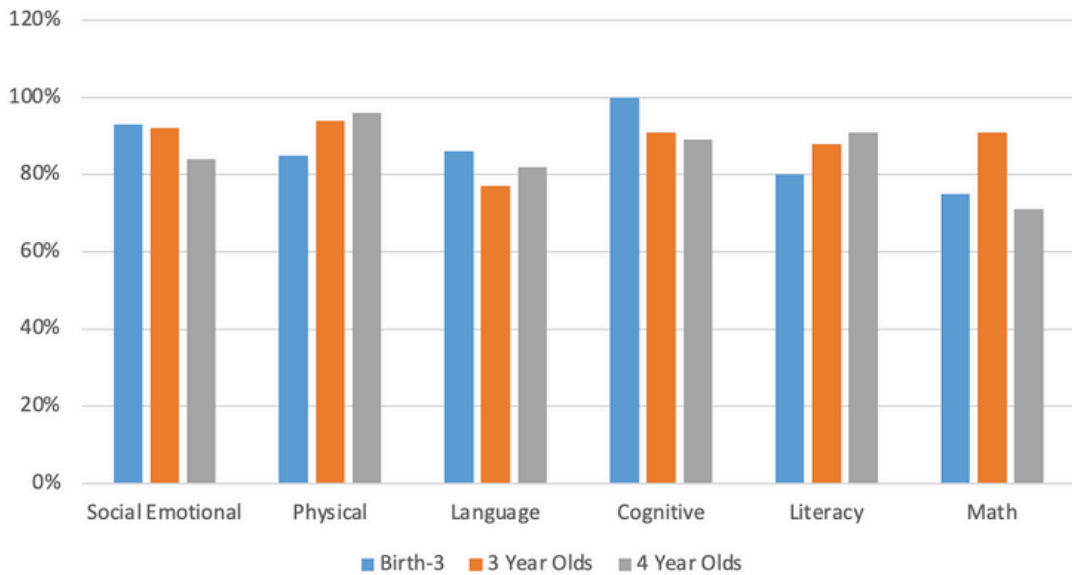
- Twelve staff members earned their Child Development Associate (CDA) Credential and were promoted to Teacher Assistant—of which 8 completed 120 hours of training and 4 were accepted into the Early Childhood Innovation Center CDA coaching cohort through Delaware State University.
- Through our partnership with PolyTech High School, 13 parents completed a 14-week Training in Early Childhood Education (TECE) class. Four graduates applied and were hired for full-time roles at NCCHS.
- Continued a partnership with the Food Bank of Delaware Backpack Program providing enrolled children with take-home meals each week to ensure they have food over the weekend.
- Welcomed Impact Life at all NCCHS locations for Narcan use training for parents, who received a take-home single dose for emergencies.
- Introduced Conscious Discipline, a trauma-informed, evidence-based social-emotional curriculum to help our classroom educators strengthen connections between children and adults.
- Continued a partnership with Stand by Me and the United Way of Delaware to provide families with personalized financial coaching—50 increased their savings, 20 improved their credit scores, and 60 enhanced their financial management skills.
- Transitioned 100% of age-eligible children, a total of 267, to kindergarten in the fall of 2024



# 2023-2024 Outcomes

## Child Outcomes

NCCHS regularly measures each child's progress during the school year. The bar graph shows the percentage of children in each age group at or above expectations in the essential domain areas for the 2023-2024 academic year.



## Advisory Committee and Policy Council

Thank you to all parents, staff, and community volunteers who served on the Advisory Committee and Policy Council. Advisory Committee members assist with planning and evaluating services, and Policy Council members assist with establishing program policies and practices.

### Advisory Members

Diana Angel-Flores	Hilario Marcial
Lisbeth Arriaga	Dee'Lisia Medley
Nancy Brohawn	Tracie Mercado
Anthony DieIevterio	Zuleima Riveria
Anayeli Gomez	Evelin Sanchez
Sabina Ladino	Lan-Jae Williams

### Policy Council Members

Patrick Anselme	Masani Marks
Jessica Clark	Shawn Mcdougale
Ana Farias	Eboni Morales
Veronica Garcia	Brittney Olin
Anayeli Gomez	Maricela Popoca
Belen Hernandez	Guadalupe Solano
Bakari Issa	Faith Tankersly-Greene
Dorcas Johnson	Diana Torres
Joanne Lambert	Nakea Wright
Briante Lewis	

# 2023-2024 Audited Financials

## Statement of Financial Position

	2024
<b>ASSETS</b>	
Cash and cash equivalents	\$ 245,440
Grants receivable	681,896
Prepaid rent	33,179
Prepaid insurance	24,123
Other assets and prepaid expenses	6,028
Property and equipment, net	337,901
Right-of-use assets	722,526
<b>TOTAL ASSETS</b>	<b>\$ 2,051,093</b>
<b>LIABILITIES AND NET ASSETS</b>	
<b>LIABILITIES:</b>	
Accounts payable	\$ 498,100
Accrued salaries and compensated absences	230,220
Payroll taxes and withholdings payable	3,247
Refundable advances	92,027
Operating lease liability	732,691
<b>Total liabilities</b>	<b>1,556,285</b>
<b>NET ASSETS</b>	
With donor restrictions	19,370
Without donor restrictions	475,438
<b>Total Net Assets</b>	<b>494,808</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 2,051,093</b>

## Statement of Activities

	2024
<b>SUPPORT AND REVENUE</b>	
<b>WITHOUT DONOR RESTRICTIONS</b>	
Federal grants	
Head Start	\$ 4,755,213
Early Head Start	635,665
Training and technical assistance	48,611
Child and Adult Care food program	350,233
State grants	2,015,340
Other grants	-
Contributions - cash	853
Contributions - in-kind	980,960
Purchase of care - parent co-pay	49,539
Interest income	3,926
Net Assets released from restrictions	275,006
<b>TOTAL SUPPORT AND REVENUE</b>	
<b>WITHOUT DONOR RESTRICTIONS</b>	<b>9,115,346</b>
<b>EXPENSES</b>	
<b>Program</b>	
Head Start	7,273,120
Early Head Start	1,094,566
<b>Total Program</b>	<b>8,367,686</b>
General and Administrative	812,975
<b>TOTAL EXPENSES</b>	<b>9,180,661</b>
<b>CHANGE IN NET ASSETS WITHOUT</b>	
<b>DONOR RESTRICTIONS</b>	<b>(65,315)</b>
<b>NET ASSETS WITH DONOR RESTRICTIONS</b>	
Contributions - cash	83,117
Other grants	175,000
Net assets released from restriction	(275,006)
<b>CHANGE IN NET ASSETS WITH</b>	
<b>DONOR RESTRICTIONS</b>	<b>(16,889)</b>
<b>CHANGE IN NET ASSETS</b>	<b>(82,204)</b>
<b>NET ASSETS (DEFICIT), BEGINNING</b>	
<b>OF YEAR</b>	<b>577,012</b>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ 494,080</b>



\* A fully audited financial statement as of July 31, 2024 is available on file at New Castle County Head Start, Inc., a 501(c)(3) nonprofit organization.



# Program Review

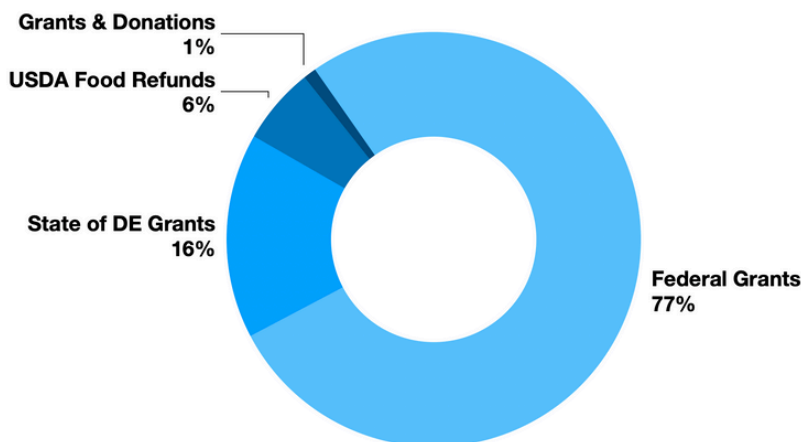
## Program Review and Self-Assessment Findings

In addition to the Federal Monitoring Review in 2024, NCCHS conducted a comprehensive self-assessment in alignment with the Head Start Program Performance Standards (HSPPS). Key findings included:

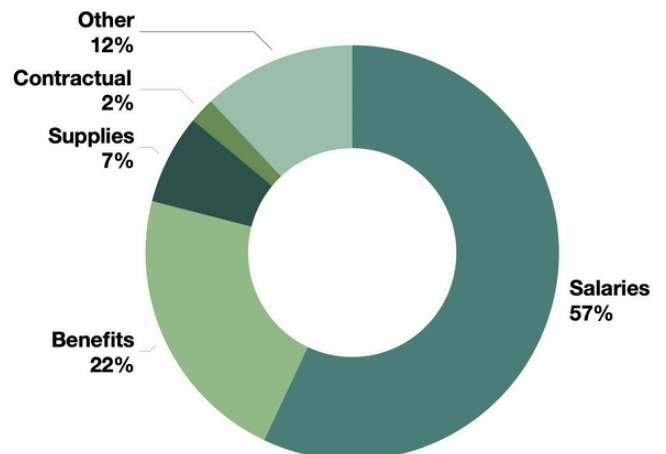
- **Program Design & Management:** Strong oversight and leadership structure, with management team members rotating as leads in various program areas to ensure expertise across all components.
- **Quality Education & Child Development:** Teachers create nurturing, responsive environments that foster engagement, critical thinking, and communication. The introduction of Conscious Discipline strengthens social-emotional learning in classrooms.
- **Health Program Services:** Effective health monitoring, ensuring all children receive hearing and vision screenings within 45 days of enrollment. Families are connected to mobile healthcare services for comprehensive check-ups.
- **Family & Community Engagement:** Strong parent-child support services, including access to an online parenting curriculum that builds skills and fosters parental confidence.
- **Eligibility, Recruitment & Enrollment (ERSEA):** Targeted recruitment efforts ensured compliance, with no need to enroll children above 130% of the Federal Poverty Level.
- **Fiscal Infrastructure:** Fiscal transparency and accountability, with joint committees of the Policy Council and Board of Directors meeting monthly to monitor financial operations and budget decisions.

## 2023-2024 Budget

**Total Revenue \$7,035,333**



**Total Expenses \$7,035,333**



# Looking Ahead

## Looking Ahead at 2025 & Beyond

Our priority is to deliver exceptional early childhood education while supporting families as their needs evolve. Key areas include:

- Enhancing stability and professional development to improve the quality of services for children and families.
- Partnering with community resources to offer free, on-site General Education Degree (GED) programs for families.
- Increasing family education and training on the importance of daily school attendance for children's long-term success.

## 2023-2024 School Readiness Goals

Each school year goals are established to improve lower-performing child development areas. The goal areas were:

### Early Head Start Goals

- Manage feelings
- Form relationships with adults
- Respond to emotional cues
- Interact with peers
- Use fingers and hands
- Engage in conversations
- Attend and engage

### Head Start Goals

- Form relationships with adults
- Respond to emotional cues
- Demonstrate gross motor manipulative skills
- Engage in conversations
- Write to convey ideas and information
- Count
- Understand spatial relationships



**New Castle County  
Head Start, Inc.  
Administrative Office**  
256 Chapman Road  
Suite 103  
Newark, DE 19702  
T: (302) 452-1500  
F: (302) 452-1509  
www.ncchs.org  
www.facebook.com

### **Center Locations**

#### **Absalom Jones**

310 Kiamensi Road  
Wilmington, DE 19804  
(302) 999-8480

#### **Bear**

931 Corbitt Road  
Bear, DE 19701  
(302) 832-2212

#### **Claymont**

3301 Green Street  
Claymont, DE 19703  
(302) 792-9065

#### **Early Head Start**

19 Lambson Lane  
New Castle, DE 19720  
(302) 777-5104

#### **Lambson**

19 Lambson Lane  
New Castle, DE 19720  
(302) 655-5070

#### **Manor Park**

1 Bassett Avenue  
New Castle, DE 19720  
(302) 328-9454

*Thank you to our donors and community partners!*

#### **Donors**

Delaware Community Foundation  
United Way Campaign

#### **In-Kind Donors**

Becker School Supplies  
Delaware Children's Museum  
Lakeshore  
PNC Bank  
Sigma Data  
Wilmington Library

#### **Partner Organizations**

Brandywine School District  
Center for Child Development  
Christina School District  
Colonial School District  
DE Department of Education  
DE Health and Social Services  
Food Bank of Delaware  
Foster Grandparents Program  
POLYTECH High School  
Read Aloud Delaware  
Red Clay School District  
United Way of Delaware  
University of Delaware, Cooperative Extension College of  
Agriculture Resources  
University of Delaware, Department of Human Resources

### **Volunteer or Donate Today!**

NCCHS depends on community support by way of monetary or in-kind donations and volunteers. Call the Administrative Office at (302) 452-1500 for more information on donation needs and volunteer opportunities.