



**abcd**

HEAD START  
& CHILDREN'S SERVICES

# ANNUAL REPORT 2017

## **ACTION FOR BOSTON COMMUNITY DEVELOPMENT LEADERSHIP**

---

### **ABCD BOARD OF DIRECTORS - OFFICERS**

**John P. McGahan**  
*Board Chair*

**Yvonne Jones**  
*First Vice Chair, Dorchester*

**Sean Daughtry**  
*Vice Chair, Representing  
State Rep. Elizabeth A. Malia*

**Marie Greig**  
*Vice Chair, South Boston*

**Edward Katz**  
*Vice Chair, Charlestown*

**Andres Molina**  
*Vice Chair, North End/West End*

**Jean M. Babcock**  
*Treasurer, Representing Boston City  
Councilor Lydia Edwards*

**Patricia Washington**  
*Assistant Treasurer, Boston Chamber  
of Commerce*

**Julia Hardy Cofield, Esq.**  
*Clerk, Representing Boston City  
Councilor Matt O'Malley*

### **ABCD SENIOR STAFF**

**John J. Drew**  
*President/CEO*

**Sharon Scott-Chandler, Esq.**  
*Executive Vice President/COO*

**Yvette Rodriguez**  
*Vice President, Head Start  
& Children's Services*

## **WHO WE ARE**

---

Head Start is one of the core programs of President Lyndon Johnson's Economic Opportunity Act of 1964 and remains an exemplary family development program that each year serves more than a million disadvantaged children nationwide. In 1965, Action for Boston Community Development (ABCD) was designated as one of the program's original demonstration projects.

Since then, ABCD Head Start & Children's Services has served tens of thousands of children and families in Boston, Malden and the Mystic Valley, offering comprehensive education, health, dental, nutrition and related services for children from birth to age five, as well as for pregnant mothers. In addition, we provide intensive parent engagement and supports, and we strive to meet each child's needs while reflecting the community's ethnic and cultural values.

Throughout the years, we have continued to innovate and expand through partnerships. For instance, last year we completed a five year study conducted with Boston Medical Center that helped prevent maternal depression. Providing state of the art facilities and a superior learning environment is also a priority. In 2017, we relocated our center serving families in Boston's South End and opened a beautiful new facility in Malden.

At ABCD Head Start, we stand on a record of children's and families' success, and we look to the future with focus, determination and optimism.



## OUR MISSION

---

Head Start & Children's Services, a family development program, is committed to providing opportunities and services to the diverse low-income children and families of Boston and the Mystic Valley area, to support them with school readiness, self-sufficiency and success in life.

## PARENTS AS ADVOCATES AND LEADERS

---



*Parent and Policy Council member Ashesha Rockette helped celebrate the ABCD Harrison Avenue Head Start grand opening in Boston's South End in May 2017. She told the guests, "I see so much growth in my son!"*

## ABCD HEAD START POLICY COUNCIL

---

Parents can be part of Head Start & Early Head Start program planning by participating in meetings and providing feedback on the services we provide. Many parents serve as members of the Parent Policy Council, which is responsible for program direction.

## ABCD HEAD START POLICY COUNCIL MEMBERS

---

### CHAIRPERSON & ABCD BOARD OF DIRECTORS REPRESENTATIVE

Madeline Tovar  
*JFK Family Service Center*

### VICE CHAIRPERSON

Wedlyne Theodore  
*Mattapan Head Start*

### SECRETARY

Emmanuela Beliard  
*South Boston Head Start*

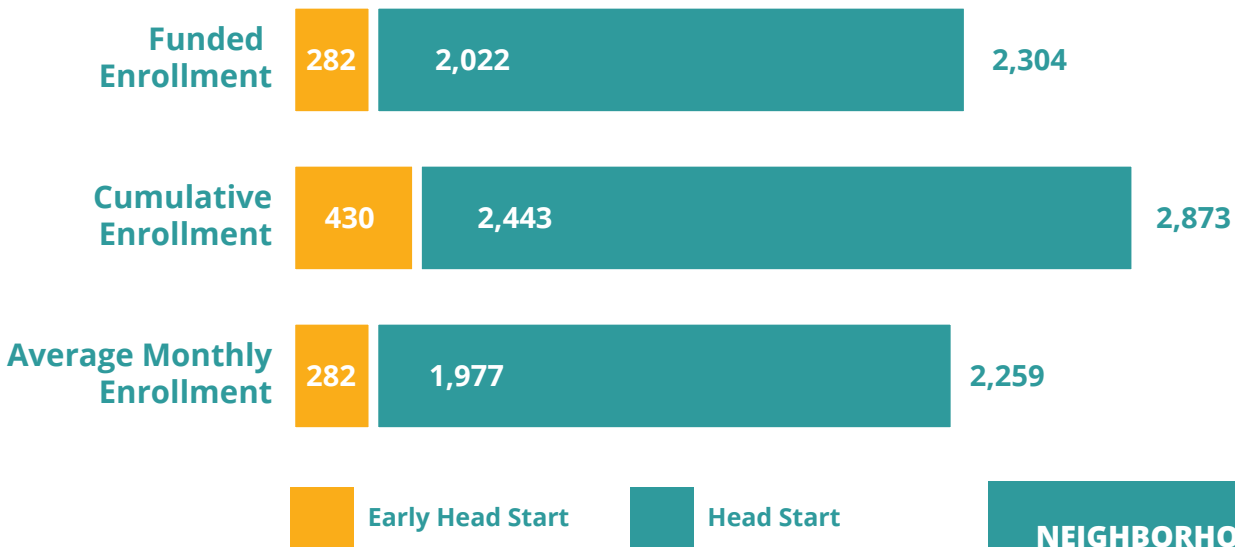
### TREASURER

Megan Moorehead  
*South Side Head Start*

### MASSACHUSETTS HEAD START ASSOCIATION REPRESENTATIVE

Jessica Jordan  
*Roxbury Head Start*

# CHILDREN AND FAMILIES WE SERVE



**31**

*Sites*



**146**

*Classrooms*

## NEIGHBORHOODS SERVED

Boston  
 Malden  
 Everett  
 Medford  
 Stoneham  
 Winchester  
 Melrose  
 North Reading  
 Reading  
 Wakefield

## DELEGATES AND PARTNERS

### *Delegate*

John F. Kennedy  
 Family Service Center

### *Partners*

Horizons for Homeless Children  
 Infants and Other People  
 Nurture



## Our Children and Educators' Languages

Language Group	Children		Teachers	
	Count	Percentage	Count	Percentage
English	1,336	47%	140	41%
Spanish	872	30%	113	33%
Native Central American, South American and Mexican Languages	20	1%	6	2%
Caribbean Languages	173	6%	17	5%
Middle Eastern and South Asian Languages	98	3%	16	5%
East Asian Languages	209	7%	33	10%
European and Slavic Languages	24	1%	7	2%
African Languages	141	5%	12	3%

## Our Children and Educators' Race and Ethnicity

Race/Ethnicity	Children		Teachers	
	Count	Percentage	Count	Percentage
American Indian or Alaska Native	5	0.2%	1	0.3%
Asian	233	8.1%	36	10.5%
Black or African American	1,136	39.5%	112	32.5%
White	162	5.6%	72	20.9%
Bi-racial/multi-racial	215	7.5%	8	2.3%
Hispanic/Latino	1,114	38.8%	112	32.6%
Other	8	0.3%	3	0.9%

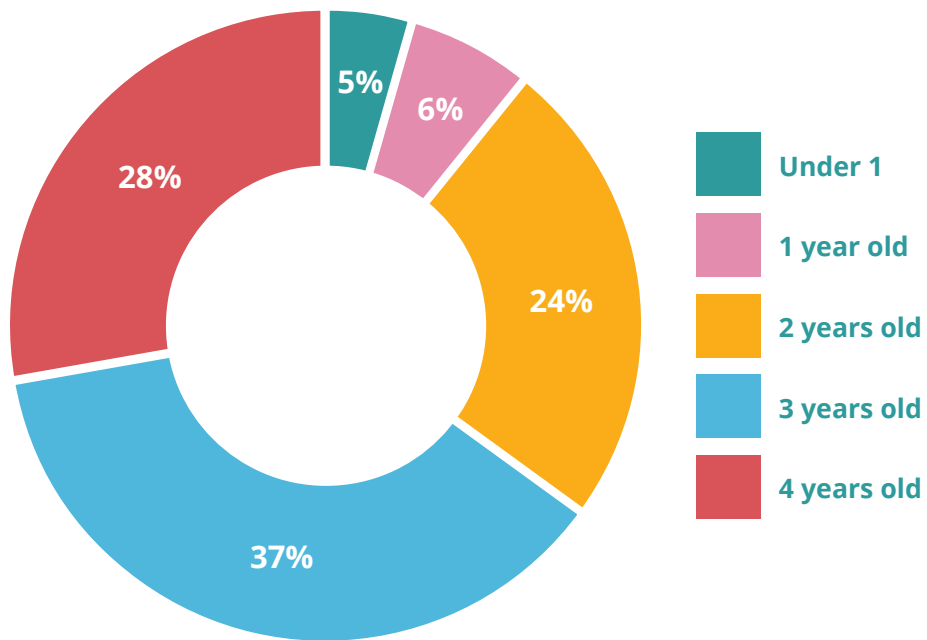


# CHILDREN AND FAMILIES WE SERVE

## DEMOGRAPHICS

**2,718** TOTAL NUMBER OF FAMILIES

*Children by Age*



**12**

*Pregnant Moms*



**454**

Families Experiencing Homelessness

**27**  
Foster Children

**658**

Families Receiving Public Assistance

**297**  
Children with Disabilities

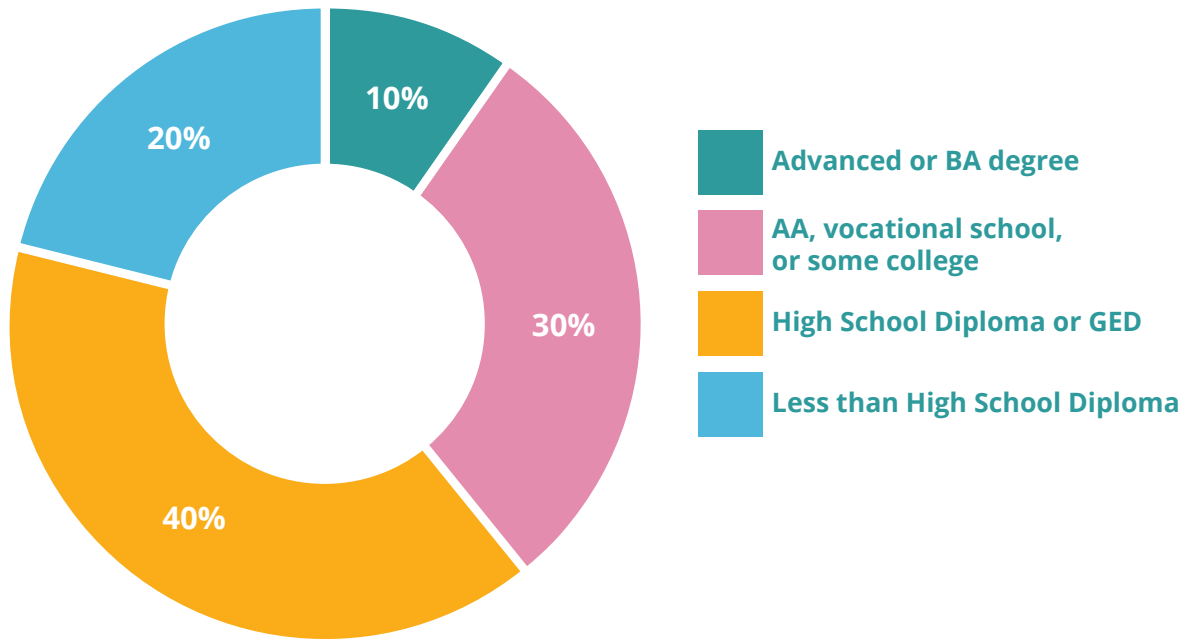
**1,873**

Families Receiving WIC

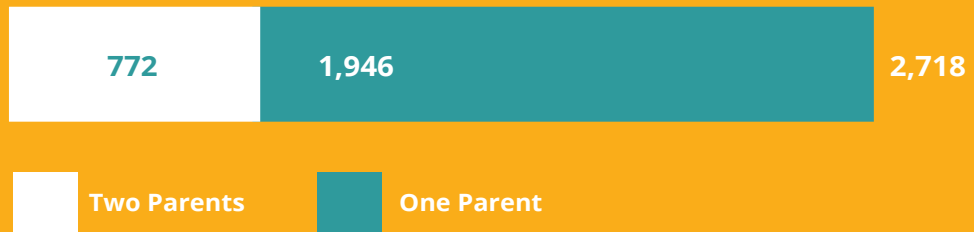
**1,678**

Families Receiving SNAP

### Parent/Guardian Education Level



### Family Composition



# COMPREHENSIVE SERVICES PROVIDED FOR CHILDREN



174

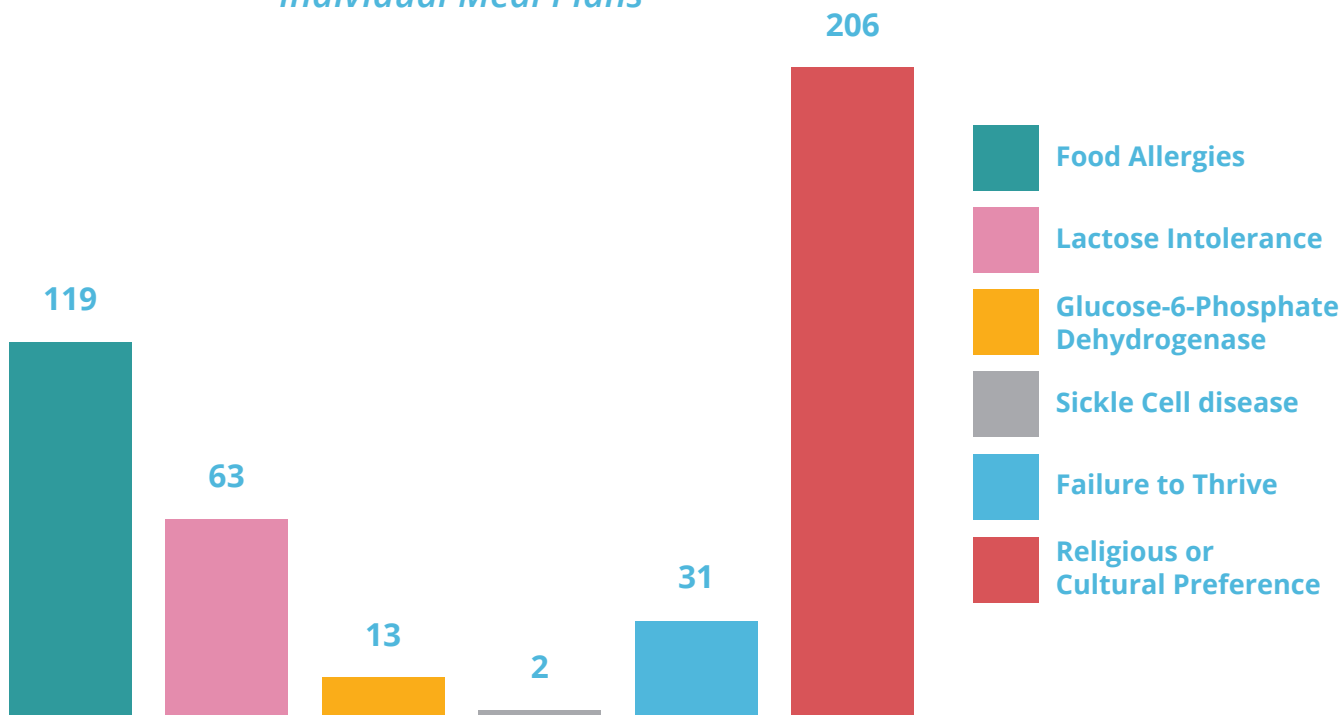
Children Receiving  
Mental Health Therapy



2,462

Children Receiving  
Ongoing Dental Care

## Individual Meal Plans



**IN ADDITION, EVERY EARLY HEAD START CHILD —  
430 CHILDREN RECEIVED AN INDIVIDUAL MEAL PLAN**

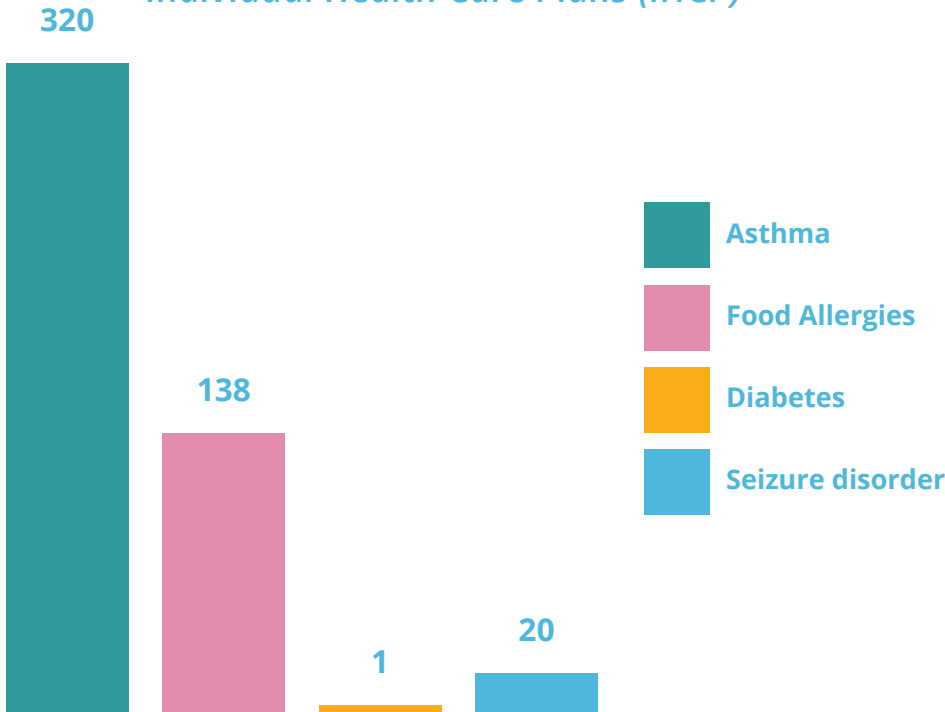




# 2,839

Children Receiving  
Ongoing Health Care

### Individual Health Care Plans (IHCP)



## 479 INDIVIDUAL HEALTH CARE PLANS

### HEALTH SERVICES ADVISORY COMMITTEE

The Health Services Advisory Committee (HSAC) meets twice a year to bring together staff, parents, health care providers and other community partners to discuss the planning, operations, and evaluation of ABCD Head Start's health services. The committee's mission is to support the health and wellness of each and every Head Start and Early Head Start child and family. All families and staff are welcomed and encouraged to be part of this committee.

### HEALTH SERVICES ADVISORY COMMITTEE MEMBERS

**Bruce Moore, OD**  
*New England College of Optometry,  
& New England Eye Institute*

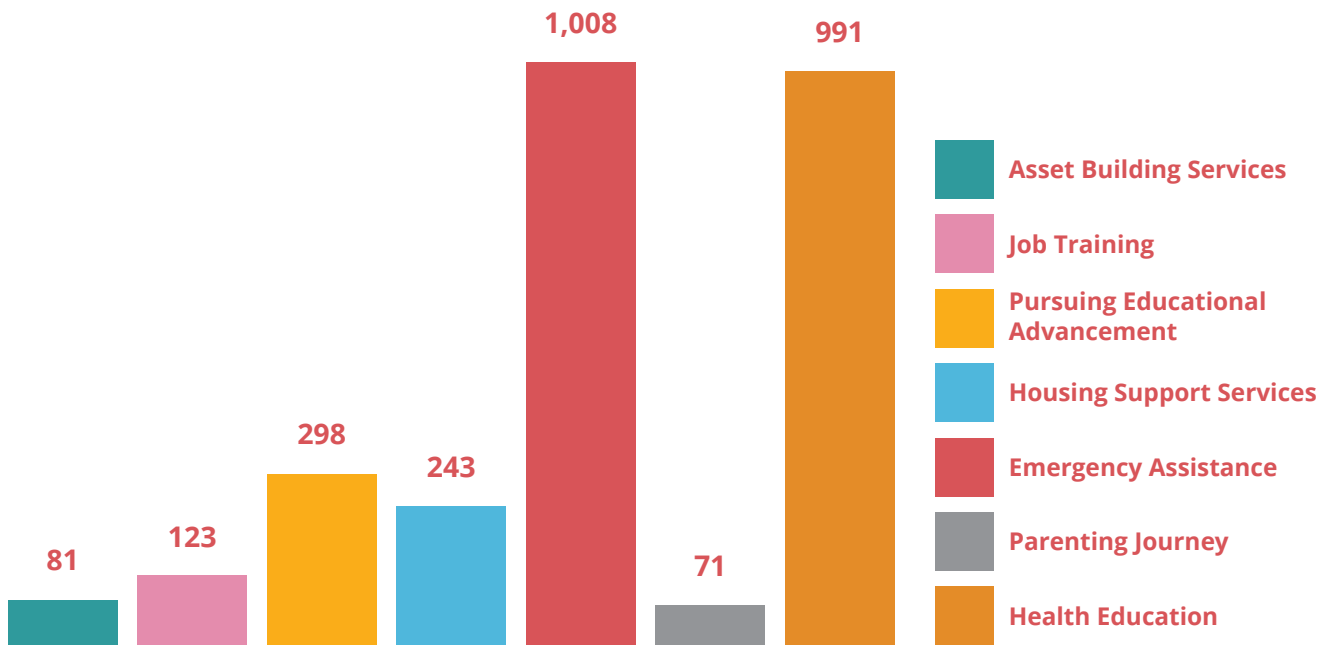
**Kathy M. Lituri, RDH, MPH**  
*Boston University  
Henry M. Goldman  
School of Dental Medicine*

**Mark Doherty, DDS**  
*Commonwealth Mobile  
Oral Health Services*

**Katherine Majzoub, RN, MBA**  
*Prevent Blindness America*

# COMPREHENSIVE SERVICES FOR FAMILIES

ABCD Head Start offers a broad range of services to families including Early Literacy, School Readiness, Activities to Do at Home, Curriculum, Know Your Rights Immigration Workshops, Community Resource Presentations, Managing Challenging Behaviors, Positive Discipline, and Child Development.



**1,200** FAMILIES RECEIVED PARENTING TRAINING



## **Meet Nicol Riley**

*Former ABCD Head Start parent*

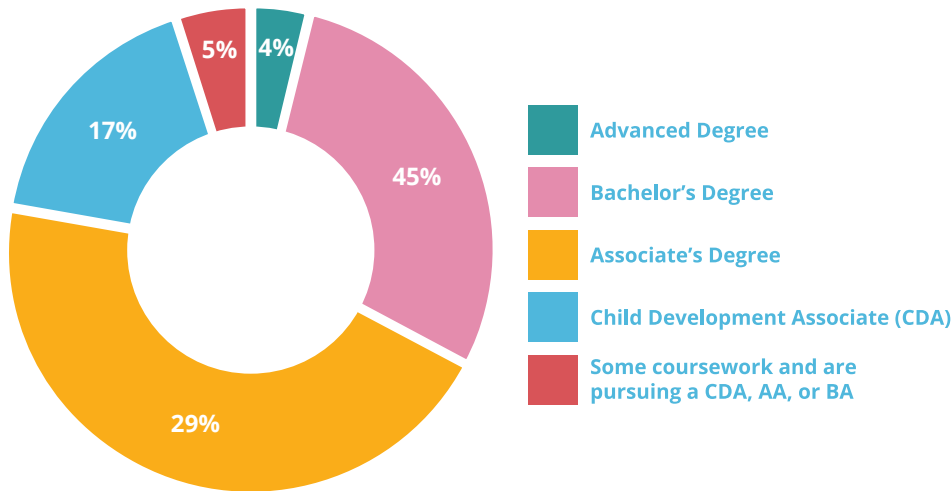
---

“When you’ve grown up with trauma, like I did, trust is a very difficult thing,” former Head Start parent Nicol Riley said. After a worrisome experience at the daycare program where she had enrolled her then 16 month old daughter Natalia, she searched in vain for a quality, affordable program. Desperate, she sent Natalia to stay with her grandmother in Puerto Rico so she could continue to work and keep up the search.

Living with the heartbreak of missing her daughter and still finding no answers, at last, life changed for the better. ABCD Head Start had an opening. “I could tell the staff’s dedication was uncommon and special,” Nicol said, and, critically, the education director noted a learning disability that resulted in a diagnosis, and she developed an individualized education plan to give Natalia the support she needed. The comprehensive services, the parent engagement, and the compassion “are invaluable to families like mine,” Nicol said.

# OUR STAFF

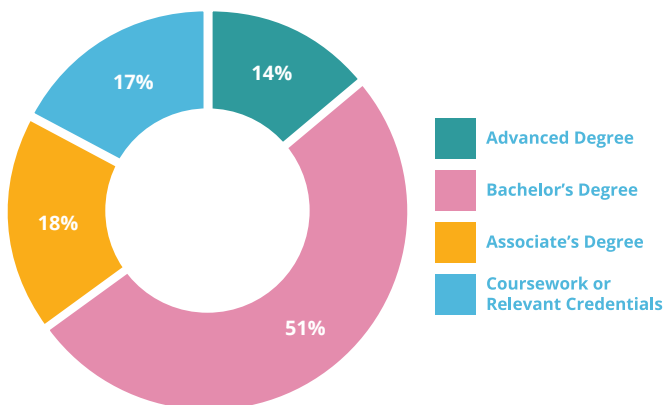
## Teachers and Teacher's Assistants' Credentials



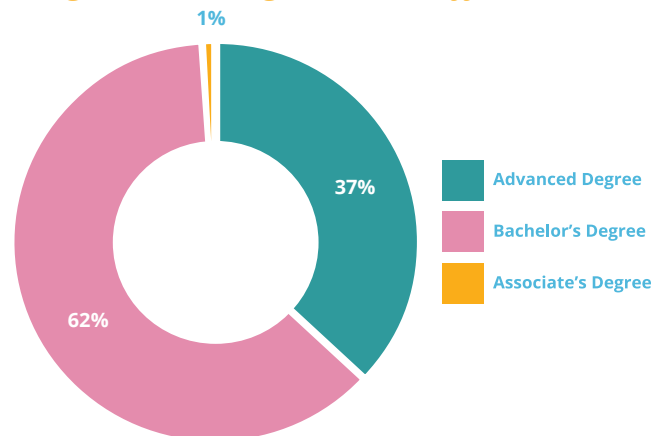
**32%**

*of staff are former Head Start parents!*

## Family & Community Engagement Staff



## Program Management Staff





## ***Meet Catherine Lunnin***

*Teacher, ABCD South Boston Head Start*

As Catherine Lunnin approaches her 30th year with ABCD Head Start, she reflects on what has been a fulfilling journey from Head Start parent to volunteer to teaching staff. “The kids needed me, and I needed them because I was wicked shy. They made such a difference in my life. Now I get to help build their self-esteem and get them ready for kindergarten.” Just like her students, Catherine has kept moving up the ladder. Starting out as an assistant teacher, she was promoted to teacher. Make that a much-loved teacher!

# PREPARING CHILDREN TO SUCCEED IN SCHOOL AND LIFE

As our mission states, ABCD Head Start & Children's Services is committed to supporting children and families with school readiness, self-sufficiency and success in life. This commitment begins with a family's first visit to one of our programs and is embedded throughout our Head Start program structure, including health, family services, nutrition, mental health, and parent engagement.

## SCREENING, ASSESSMENT & CHILD OUTCOMES

Before a child enters one of our programs, a Teacher and Family Advocate conduct an initial home visit where they administer the Ages and Stages Developmental and Social Emotional Screening tool to collect information about the child's overall and social-emotional development. This also allows program staff to build upon the relationship and partnership established with the family throughout the enrollment process.



The Ages and Stages questionnaire is an evidence-based tool, chosen for its developmental and cultural appropriateness. Since the tool is completed as a parent interview, it can be translated and/or interpreted by program staff or other adult who speaks the language of the parent, making the screening process both culturally and linguistically appropriate for enrolled children. If the ASQ score indicates a potential issue or delay, the Teachers and Intervention Support Specialist will monitor the child in the classroom, individualizing activities as needed, and assess if further evaluation is needed through a referral to Early Intervention or the public school system.

Children also receive annual vision, hearing, and height/weight screenings since untreated problems in these areas can negatively affect learning. Children whose screening tests indicate a need for further testing and possible treatment are referred to the appropriate health care providers as needed. Teachers use the information gathered through the screening process to individualize activities for each child so as to support effective learning and development.

<i>Age Group</i>	<i>Children Monitored Based on Screening Results</i>	<i>Children Referred for Evaluation with Early Intervention/Public School</i>	<i>Children Who Received an IFSP/IEP while Enrolled</i>
<b>Infants (0-14 months)</b>	21	17	17
<b>Toddlers (15-32 months)</b>	61	61	102
<b>Preschoolers</b>	150	106	175

ABCD Head Start & Children’s Services uses My Teaching Strategies as our assessment system, which supports the goals and objectives of our chosen curriculum framework, The Creative Curriculum. Teaching Strategies objectives support the five essential school readiness domains for all children age birth through five and are aligned with the Early Learning Outcomes Frameworks and the Massachusetts Early Learning Guidelines, which are based on the Massachusetts Curriculum Frameworks for PreK-Grades 1-4. Education staff enters data into and monitors My Teaching Strategies regularly to support real time analysis of children’s progress.

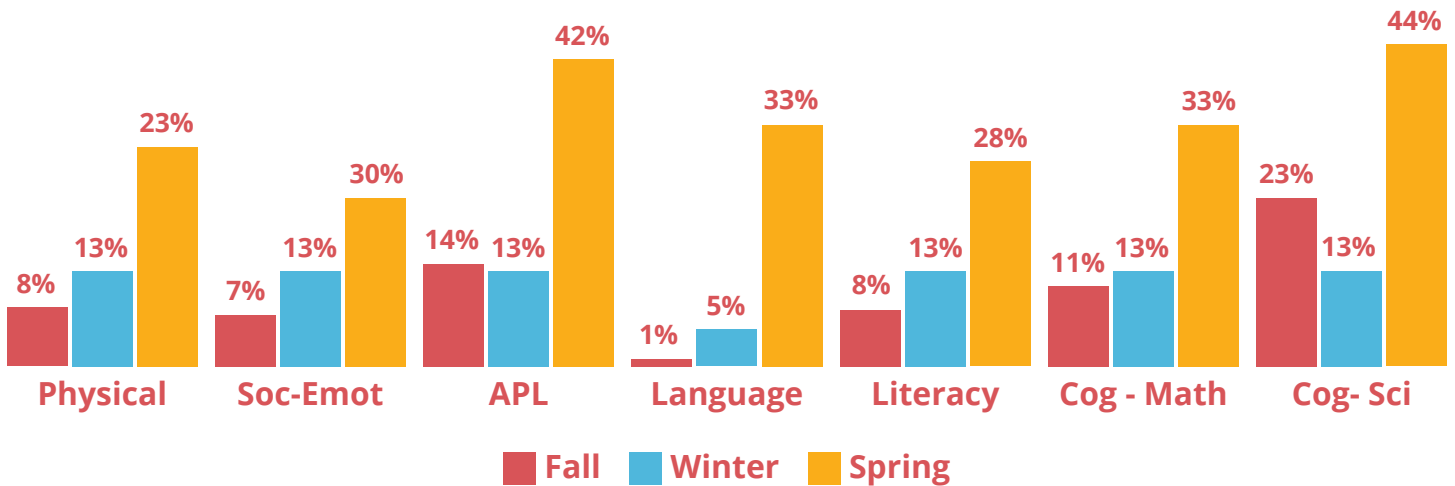
In order to provide individualized support for each child, Teachers complete assessments using the data from My Teaching Strategies, along with input from parents during each progress-reporting period. This allows teachers to continue building the partnership established during the home visit as staff and parents work together to develop goals and activities both for the classroom and at home to support children’s learning.



Ongoing teacher observations and assessments continue throughout the program year to support individualized activities, promote a child’s progress in all domains, and help to identify children needing additional interventions. The outcomes from each assessment period are then used to identify areas in need of improvement for individual children and/or classrooms. This process also informs the planning process on such key issues as staff training needs, instructional support, and appropriateness of program design, budget needs, and family outcomes.

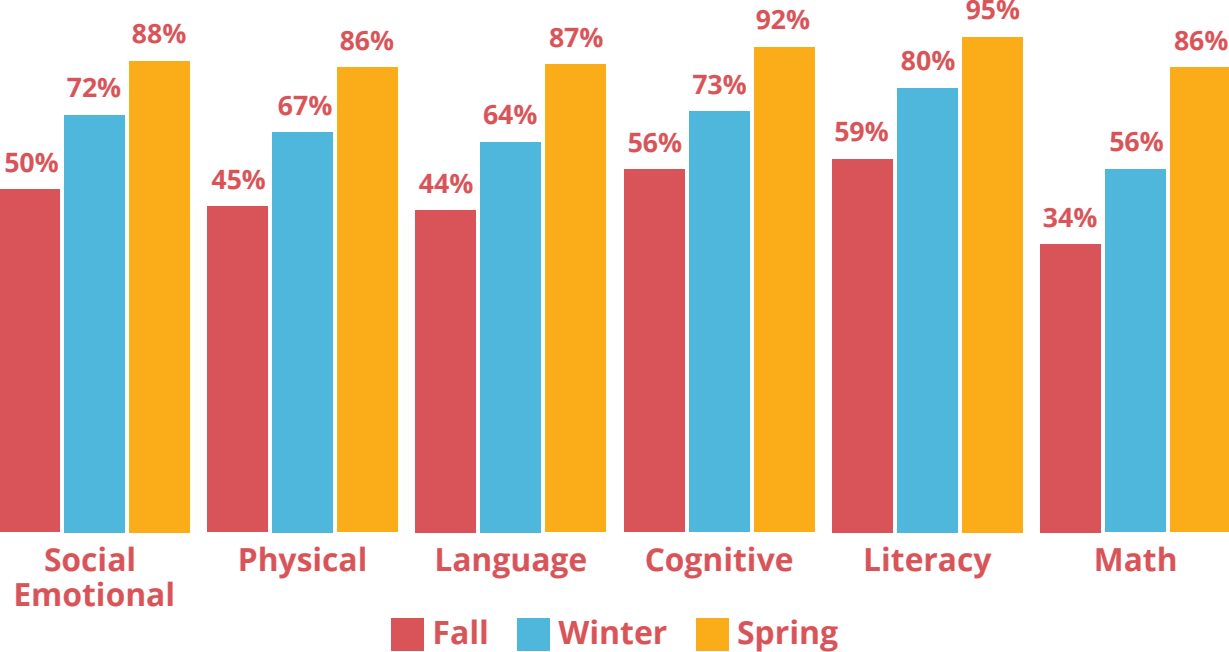
# COMPARATIVE CHILD OUTCOME SCORES FOR PRESCHOOL CHILDREN

**THIS CHART SHOWS THE COMBINED TARGET AREAS WITHIN EACH SCHOOL READINESS DOMAIN AND THE PROGRESS MADE AFTER EACH ASSESSMENT CHECKPOINT.**





**THIS CHART SHOWS PERCENTAGES OF PRESCHOOL CHILDREN MEETING OR EXCEEDING DEVELOPMENTAL EXPECTATIONS FOR THE FALL, WINTER AND SPRING.**



# COACHING

ABCD Head Start & Children's Services has successfully implemented a comprehensive approach to coaching since 2015. The model includes individual one-on-one coaching with teaching staff as well as group coaching through "Teachers Learning & Collaborating" (TLC) sessions. Our coaching staff conduct classroom observations and provide feedback to teachers to assist in the improvement of teacher-child interactions and curriculum implementation that support positive child outcomes towards school readiness.

Through the use of child assessment data, evidenced-based tools such as CLASS and ECERS-R, and recommendations from program leadership, individual teachers are identified and enter into coaching agreements with a member of the coaching staff.

## OVERALL STATISTICS

**5** COACHES

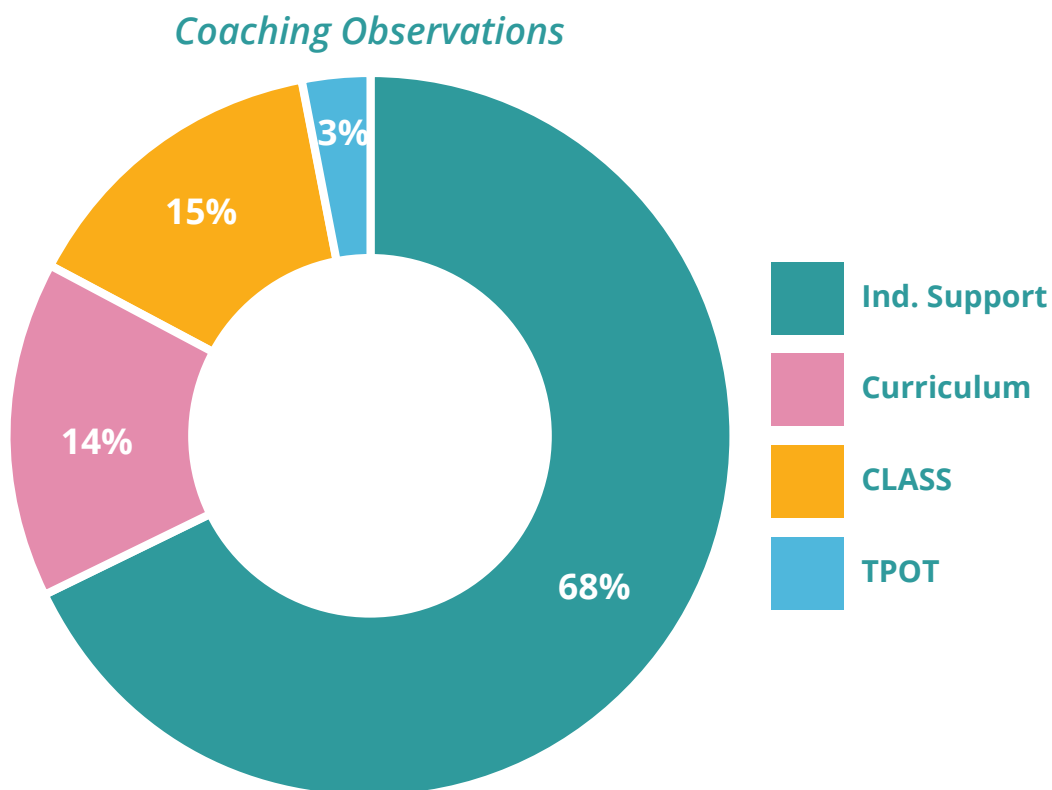
**22** PROGRAMS SERVED

**51** HEAD START CLASSROOM TEACHERS WHO RECEIVED INDIVIDUAL COACHING

**111** TLC SUPPORT GROUPS FACILITATED BY COACHES

**534** CLASSROOM OBSERVATIONS CONDUCTED BY COACHES

Beginning this year, our coaching staff received training in Teaching Pyramid Observation Tool (TPOT), an evidenced-based tool based upon the Pyramid Model for Promoting Social Emotional Competence in Infants and Young Children. Trained TPOT administrators complete classroom observations and teacher interviews in order to identify potential red flags and to assess how well teachers respond to challenging behaviors. The administrator then provides coaching on specific target areas. The goal of the tool is to promote social-emotional competence in young children as educators implement strategies to prevent and address challenging behaviors. A total of 15 staff attended the multi-session TPOT training this year and were able to complete 104 classroom assessments.



# TRANSITION

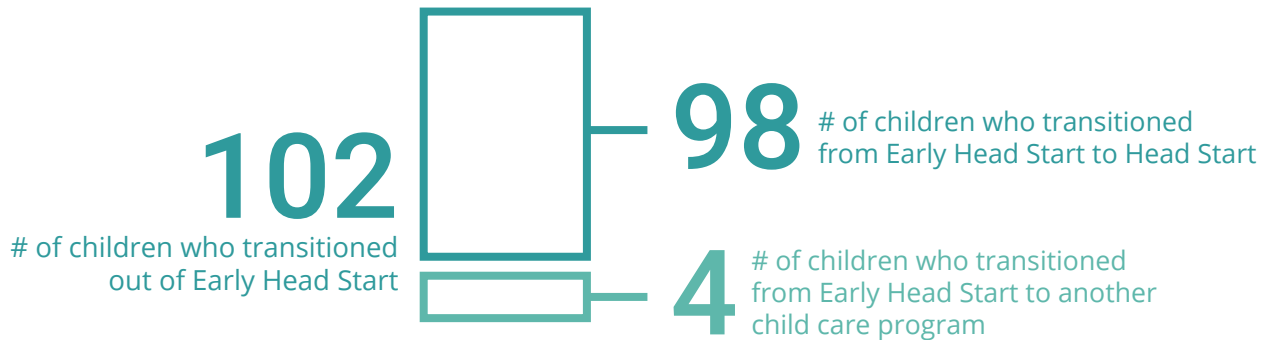


For more than 10 years, ABCD Head Start & Children's Services has had a Memorandum of Agreement with its Learning Education Agency (LEA) partners, recognizing the importance and facilitating the process of transitioning to school. The formal process of transitioning from Head Start into kindergarten begins during the child's home visit at the beginning of the school year in which the child will age out of the program. Teachers complete the Transition to Kindergarten section of the Home Visit Questionnaire with the parent, obtaining information about the parent's plans for their child and what support the program may need to give to help facilitate this transition. A transition plan is created beginning in the Fall to identify activities needed for a smooth transition as the Head Start year comes to a close. The plan is discussed regularly with the family to ensure timely kindergarten registration. The programs also host family workshops on topics ranging from the kindergarten registration process to activities to do at home to support the transition.

For children who transition into the public schools before the end of the school year due to an Individual Education Plan (IEP) placement, both the Teachers and Intervention Support Specialists (ISS) work with the family to ensure a smooth transition. ISS attend an IEP meeting with families and accompany them on school visits to ensure an appropriate placement is selected. Teachers engage in activities in the classrooms with the child to support the upcoming transition.

Building and maintaining partnerships in the community with institutions and agencies such as The Boston Children's Museum, Early Intervention and the public school systems are a major part of our transition plan. We are an active member and partner of Countdown to Kindergarten, which provides ongoing education and support to ensure families register and understand school readiness skills. We arrange for the public schools to visit our programs each year to hold information sessions for parents.

Additionally, we have a system in place to help children who are transitioning from one program type to the next (i.e., Early Head Start to Head Start, and Head Start to public school). This transition system requires that each child who is transitioning has a specific and detailed plan that is put in place six months prior to the child's actual transition in order to prepare the child, the family, and the new program.



# HIGHLIGHTS



## **ABCD Head Start & Children's Services at Harrison Avenue**

In May 2017, ABCD Head Start & Children's Services held grand openings for two state of the art early learning centers. Our Harrison Avenue location serves disadvantaged children and their families in Boston's Chinatown and South End neighborhoods from birth to age 5. Special guests included Cardinal Sean O'Malley, Boston Mayor Martin J. Walsh, U.S. Sen. Edward Markey, and State Rep. Byron Rushing. Addressing attendees, ABCD President/CEO John J. Drew said the new center honors the mission, spirit, and success of the Head Start program, which is "a jewel in the crown of our national consciousness."

## **ABCD Head Start & Children's Services at Malden**

June saw another spectacular grand opening in Malden, which serves the Mystic Valley area. Honored guests included U.S. Sen. Edward Markey, U.S. Rep. Katherine Clark, State Sen. Paul J. Donato, Malden Mayor Gary Christenson, Medford Mayor Stephanie Burke, and Ann Linehan, Acting Director, Office of Head Start (OHS). OHS provided the critical funding that made this center possible. As Rep. Clark said, "Early education is the best investment of public dollars that we can make. And when we have comprehensive early education that meets children where they are, that's how we build a future."



## ***Meet Donna Grimaldi***

*Program Director, ABCD Harrison Ave and Parker Hill/Fenway Head Start*

After 35 years with ABCD Head Start, Donna Grimaldi's dedication only grows. And her gratitude only intensifies. Her staff "feels like family," she said, adding that cultivating them and working together to take the program to the next level is always supported and encouraged. Noting the importance of having fun -- and ideally, of loving your job -- Donna says it's the small things that make the day memorable, and those small things add up. "I feel proud of the impact that we can have on a family's life," she said.

# SPECIAL INITIATIVES

## Readiness Through Integrative Science and Technology (RISE)

In partnership with Tufts University, the RISE project focuses on developing ecologically valid, culturally relevant integrative preschool curriculum components and home-school collaboration to support young dual language learners' (DLL) school success. Through Science, Technology and Engineering (STE) early learning and Home-School Collaboration (HSC), we are co-constructing an integrative STE curriculum with Head Start teachers and families.



## Teaching to the Pyramid Observation Tool (TPOT)

The increasing need of children coming to our program facing social emotional/mental health challenges, and the need for additional tools and support to address those challenges, led us to seek additional resources to help us with this matter. ABCD Head Start & Children's Services in collaboration with Boston Children's Hospital, The Home for Little Wanderers, and Harvard Medical Teaching Hospital trained and developed a group of social and emotional health champions (Intervention Support Specialists and Education Coaches) to support our teachers using the Teaching Pyramid Observation Tool (TPOT).

With the intention to build internal capacity across the ABCD Head Start & Children's Services programs, fifteen (15) ABCD staff champions were trained to provide social and emotional support. Over 50 classrooms completed a cycle of support and overall scores in teaching behavioral expectations increased over 5%.

With continued support from the Home for Little Wanderers, Children's Hospital and Harvard Medical Teaching Hospital, the Intervention Support Specialist and Education Coaches will continue to use this to support classrooms and teachers in the social and emotional area of development.

## Communities for Healthy Living (CHL)

The CHL program, through Harvard University T. Chan School of Public Health, is a family-focused program intent on promoting healthy behaviors among Head Start families. The program includes an 8 week parent-developed and peer-led parent program (known as "PC Connect"), enhanced family nutrition counseling, and a social media campaign. The skills learned will support the establishment of healthy diet, physical activity, and sleep behaviors, which bring many health benefits for families.





### **Preschool Expansion Grant (PEG)**

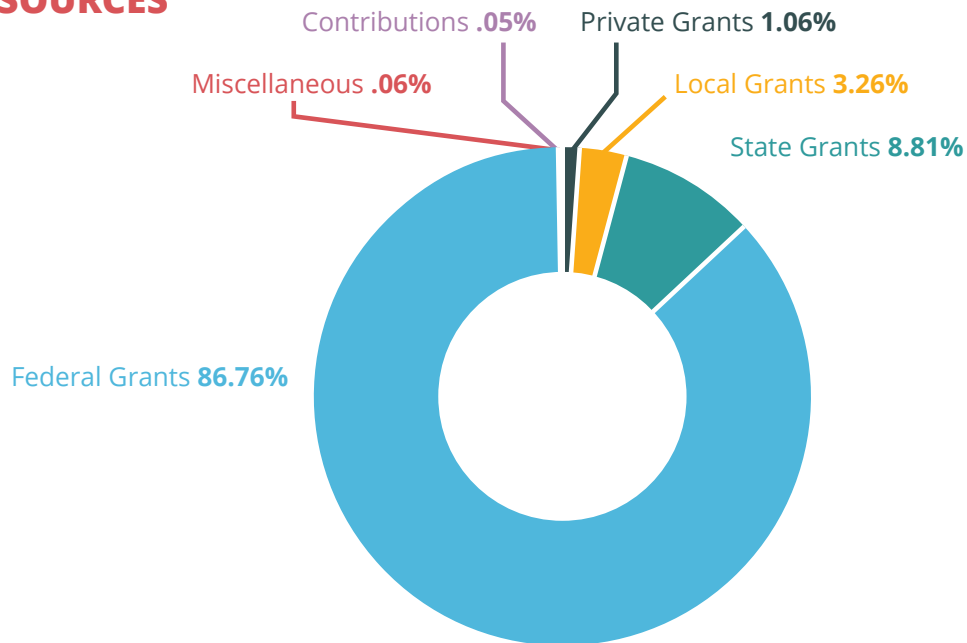
ABCD Head Start has been awarded funding for an initiative in which we work closely with the Department of Early Education and Care, Boston Public Schools, and several child care providers in Boston to provide full day, full year pre-kindergarten programming and increased salaries for staff. As part of our collaboration with the Boston Public Schools (BPS), four of our Head Start classrooms began using the “Open to the World of Learning” (OWL) literacy curriculum and the “Building Blocks” math curriculum model. These models are used by our LEA in their public pre-kindergarten (K1) classrooms.

### **United Way DRIVE**

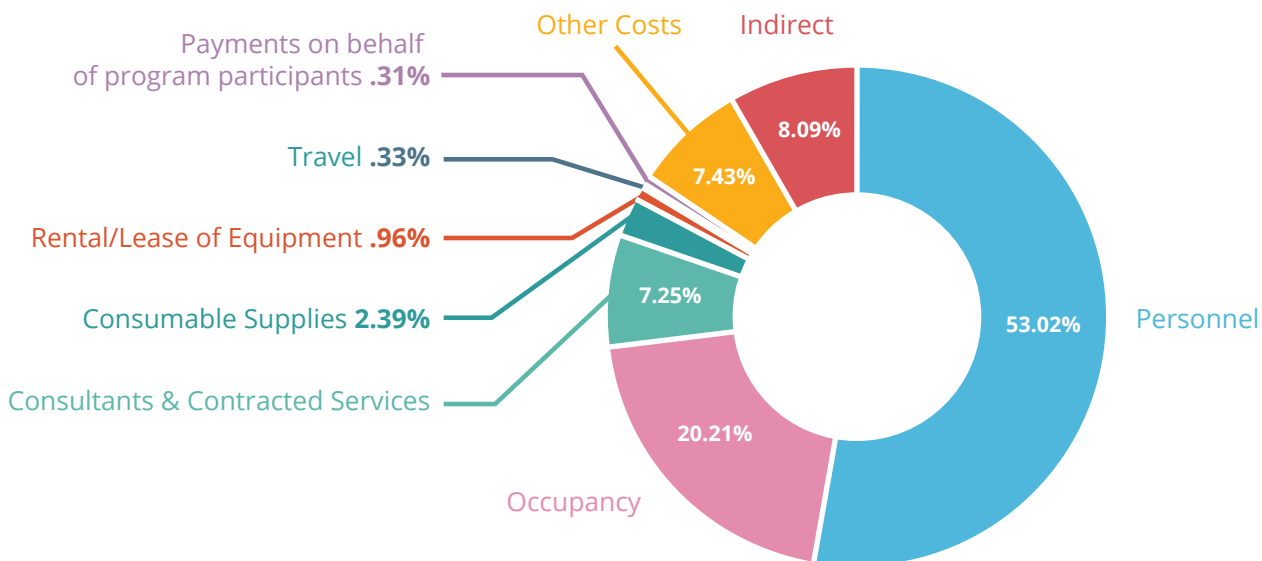
Launched by United Way with the support of its Private Equity/Venture Capital Leadership Council in 2014, DRIVE is a groundbreaking initiative for achieving universal child development screening for young children. ABCD is partnering with DRIVE to enhance its use of the Ages and Stages Questionnaire (ASQ). By joining other Boston agencies as DRIVE partners, ABCD will have access to ASQ and ASQ: SE online and reporting tools and will participate in learning collaborative meetings.

# BUDGET OVERVIEW — TOTAL BUDGET: \$38 MILLION

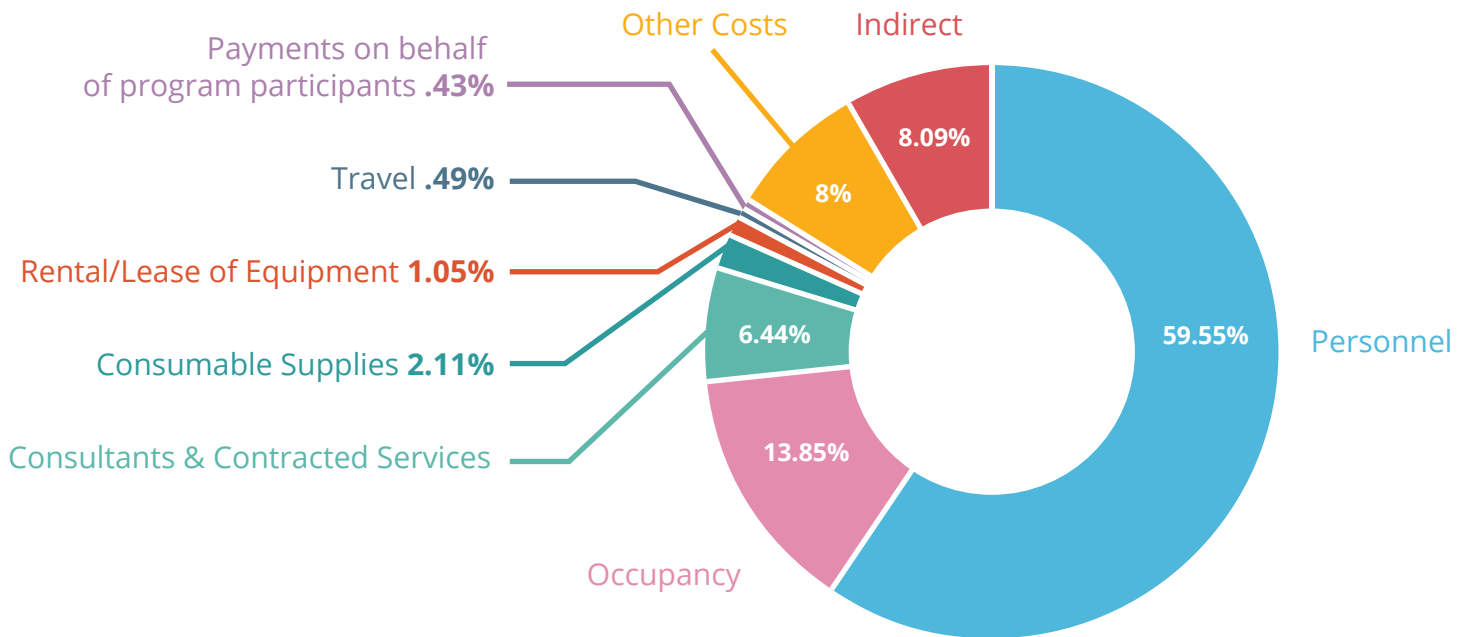
## FY17 REVENUE SOURCES



## FUNCTIONAL EXPENSES FY17



## FY18 BUDGET



Action for Boston Community Development has successfully managed resources to maintain balanced budgets and complete the federal monitoring review of finances without findings. Moreover, ABCD has a long history of responsibly managing funds and has annual audits with unqualified opinions.



**HEAD START &  
CHILDREN'S SERVICES**

178 Tremont Street, Boston MA 02111 | [bostonheadstart.org](http://bostonheadstart.org)