

# ANNUAL REPORT FY 2019

**Head Start & Early  
Head Start**

**July 1, 2018-June 30,  
2019**

**SHORE UP!**  
INC.

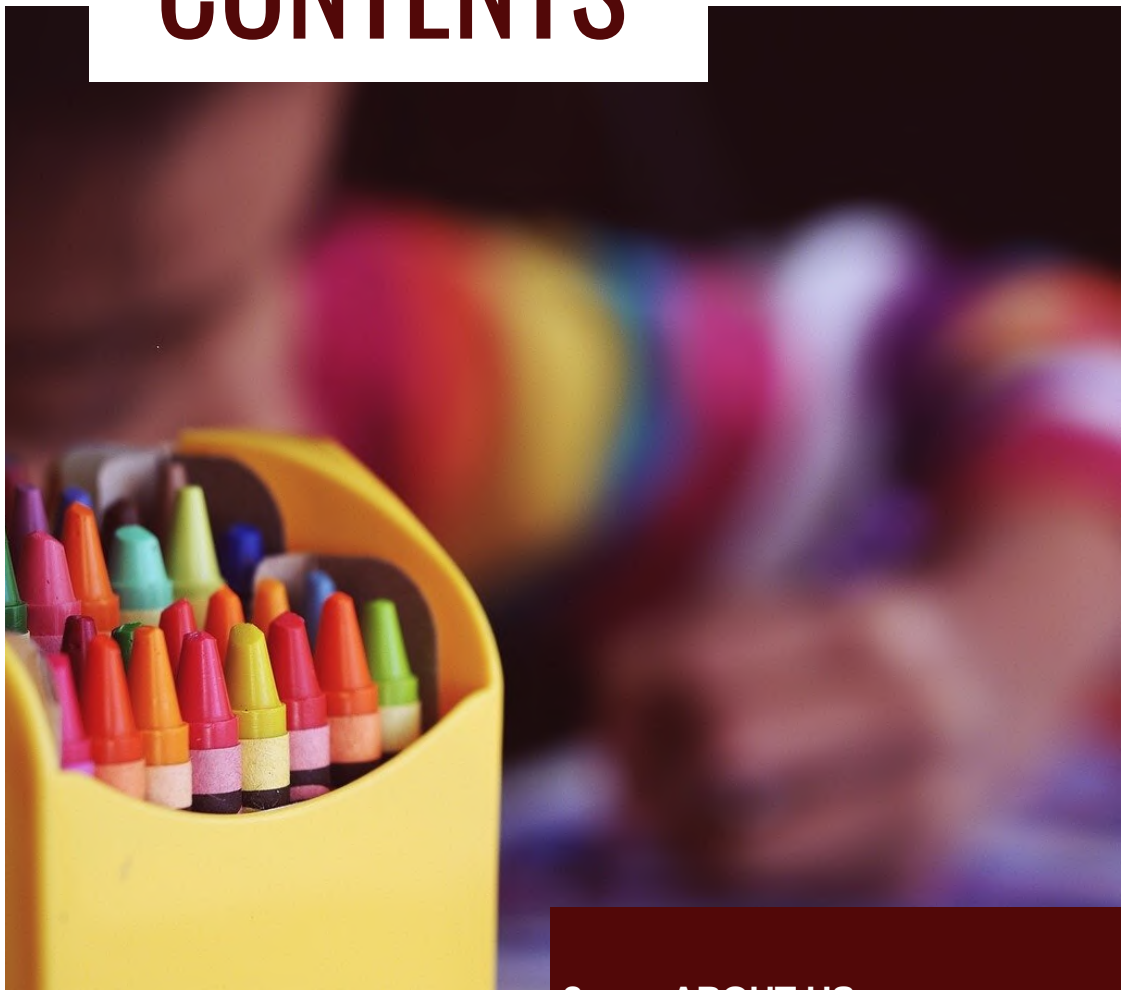


Helping People. Changing Lives.





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# SHORE UP! INC.

SHORE UP! Inc. is a private, non-profit Community Action Partnership located in Salisbury, Maryland. Formed in 1965, SHORE UP! has been serving low-income individuals and families on Maryland's lower Eastern shore for over 50 years. Assisting approximately 15,000 annually, the agency's acronym is fitting, meaning Self-Help on Rural Economics and Urban Problems.

The main focus of SHORE UP! is to assist individuals in reaching economic security by providing a number of programs and services. Specifically, the agency's mission is to revitalize communities and empower individuals and families to maintain long-term independence and achieve economic security. Additionally, SHORE UP! envisions a community where individuals and families have opportunities and resources to live with dignity, achieve their fullest potential, maintain long-term independence and become economically secure.

SHORE UP! is led by a Board of Directors who guide agency policy, as well as Executive Director Freddy L. Mitchell who is responsible for the organization's day-to-day operations.

Members of SHORE UP!'s Board of Directors include the following:

## **BOARD OFFICERS**

Mr. Elroy Brittingham-Chair  
Norma Lee Barkley-Secretary  
Tyrone Chase, Ph.D.-Vice Chair  
Marlette Dixon-Treasurer

## **ELECTED PUBLIC OFFICIALS**

Elroy Brittingham  
Troy Brittingham  
Josh Hastings  
Craig Mathies  
Diana Purnell

## **CONSUMER REPRESENTATIVES**

Michael Beauchamp  
Arnishia Bowen  
Chiquita Jackson  
Nicole Moreno  
Lakesha Pinder-Jackson  
Ricardo St. Pierre  
Tory Wallace

## **REPRESENTATIVES OF THE PRIVATE SECTOR**

Christine Bishop  
Michelle Canopii  
William Dennis  
Germaine Gardner  
Kirkland Hall  
Michael Hoy  
Jennifer Jewel  
Carroll Mills  
Bernita Sims-Tucker



**About Us:**

# DIRECTOR & POLICY COUNCIL PRESIDENT MESSAGE

Lecturer, Political Activist and Author Helen Keller once stated, "Alone we can do so little. Together, we can do so much."

SHORE UP! Inc.'s Head Start and Early Head Start programs offer a multitude of services to children and their families who can't cope alone. In addition to developmental and school readiness skills which ultimately prepare our youth to thrive in a global society, SHORE UP! examines the family life, administering programs which help individuals provide the best parental guidance to their children as possible and gain economic security.

During the 2018-2019 program year, the Creative Curriculum in the Head Start and Early Head Start programs continued to work well in preparing students for Kindergarten. In fact, over 90 percent of Early Head Start and Head Start children were meeting age expectations for the Social and Emotional Development domains, one of the five domains essential in school readiness.

This year, Head Start also continued to partner with families to find effective methods in dealing with issues such as single parenting, illiteracy, homelessness, substance abuse, child abuse and neglect, health and nutrition, domestic violence, budget and finances and community violence.

Parents were also excited about Active Parenting: First Five Years, SHORE UP!'s research based parenting curriculum. A video-based, interactive learning experience, Active Parenting provides parents and other care providers of enrolled children a model for parenting children ages three to five. The program includes interactive lessons for parents, including but not limited to, parenting in a democratic society; the stages of child development during the first five years and their implications to health, safety and effective parenting; the parenting skills necessary for encouraging positive behavior and development, including skills for nonviolent discipline, communication, problem solving, family enrichment and encouragement; and the methods to increase mindfulness and self-calming in parents and children.

Since 1965, SHORE UP!'s Head Start and Early Head Start programs have met the needs of children and their families along Maryland's Eastern Shore. This year was no different. We were happy to welcome the 761 children and their families enrolled in Head Start, along with the 172 pupils and their families in the Early Head Start program.

We will continue to provide the services needed in our seven-county area to ensure successful, healthy, safe, happy and economically secure families.



Dr. Corey Bowen  
Director, Early Head Start & Head Start

***"Alone we can do so little. Together, we can do so much."  
Helen Keller***

# Head Start/Early Head Start



SHORE UP! Inc.'s Head Start and Early Head Start programs serve children in seven counties on the Eastern Shore, including Worcester, Somerset, Wicomico, Dorchester, Talbot, Queen Anne's and Kent counties. The agency operates 13 Head Start and Early Head Start centers and served as a delegate grantee for the Maryland Family Network for Early Head Start.

The mission of the Head Start and Early Head Start program is to provide comprehensive, integrated, full-year services that promote school readiness for children from birth to five years of age. Early Head Start focuses on children from birth to age three. Head Start attendees are ages three to five.

To fulfill the program's mission, staff must develop the following areas to ensure school readiness, including: social and emotional development, language and literacy, cognitive and general knowledge, approaches toward learning and physical well-being along with motor skills. In addition to preparing children for school, SHORE UP!'s Head Start and Early Head Start programs also assist families in supporting their child's learning process.

As a part of the agency's Head Start Performance Standards, parents, staff and a Policy Council work together to achieve the program's mission. The Policy Council is comprised of community representatives and parents representing each center, who meet once per month as a part of the Governing Body to offer guidance and provide feedback regarding pertinent program decisions. The following are policy council members.

## Head Start/Early Head Start Policy Council, 2019-2020

Tory Wallace, President, Salisbury  
LaKisha Pinder, Vice President, Princess Anne  
Jessica Wentz, Treasurer, Grasonville  
Latrell Crawford, Secretary, Stockton  
Tasha Teagle, Assistant Secretary, Hurlock  
Mysha Castro, Eden  
Daniel Blancas-Chavez, Berlin  
Tyshonna Miles, Crisfield  
Kristy Pupillo, St. Clair  
Iesha Purnell, Snow Hill  
Kennedy Siaw, Easton  
Jodie Wood, Chestertown



# SCHOOL READINESS: PREPARATION FOR KINDERGARTEN

Learning in Head Start and Early Head Start is based upon developmental stages and organized by domains. Domains are broad areas of learning for children from birth to age five. Children learn and are assessed at SHORE UP! Inc. in the domain areas of: approaches to learning; social and emotional development; language and literacy; cognition; and perceptual, motor and physical development.

SHORE UP! Inc.'s efforts in preparing children for Kindergarten are research based. Please note the following regarding the agency's curriculum and methods of preparation.

The Creative Curriculum for Preschool is utilized in Head Start. This curriculum uses exploration and discovery as a way to develop the child's level of confidence, critical thinking skills and creativity.

The Creative Curriculum for Infants, Toddlers and Twos is in the Early Head Start program. The tool enables children to develop their interests and strengths through daily routines and experiences.

Head Start attendees are also taught to use projects and play time as a way of learning. Projects and play are incorporated throughout the day through activities such as group discussions, reading, centers and small group work. The curriculum aligns to Common Core and the OHS (Office of Head Start) Framework. According to [corestandards.org](http://corestandards.org), the Common Core is "a set of high-quality academic standards in Mathematics and English Language Arts/Literacy. These learning goals outline what a student should know and be able to do at the end of each grade."

Professional Development days for staff include reviewing the curriculum, School Readiness domains (noted above), best practices and engaging in joint professional development training opportunities with the staff and trainers in the public school system.

Children are assessed in the fall, winter, spring and summer (Early Head Start only), to determine whether children are below, meeting or exceeding development in the domain areas. Assessments consist of the following:

CLASS-This Classroom Assessment Scoring System measures the interactions between students and classroom staff.

TPITOS-Teaching Pyramid Infant Toddler Observation Scale, which measures the classroom climate.

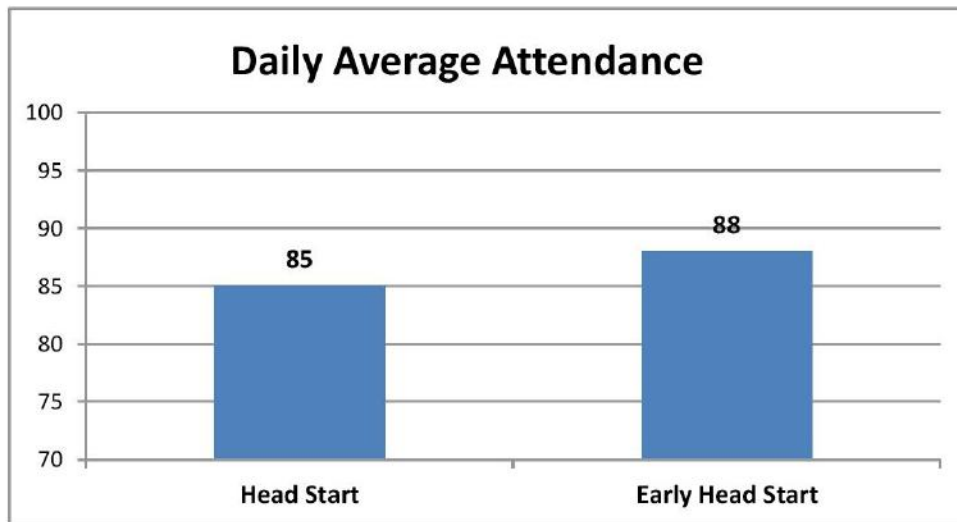
ITERS-Infant Toddler Environment Rating Scale which measures both interactions and environmental conditions, such as the number of materials, access to materials, lighting, handwashing and toileting practices, safety and more. A Classroom Observation Checklist has been created from accreditation standards.

School readiness data from 2018-2019 indicated that 91 percent of Early Head Start and 91 percent of Head Start children were meeting age expectations for the Social and Emotional Development Domain.



# ATTENDANCE

The chart below indicates the daily average attendance for SHORE UP!'s Head Start and Early Head Start programs. The average attendance for Head Start was 85 percent. Early Head Start's attendance was 88 percent.



# PARENTAL ENGAGEMENT

Staff in SHORE UP!'s Head Start and Early Head Start program work with parents to ensure they are fully engaged in their child's education. They also strive to prepare the parents for security. The following are ways in which SHORE UP! engages parents, as well as the parental engagement activities that took place in Fiscal Year 2019.

## Types of Parental Engagement

EARLY Head Start/ Head Start parents may volunteer to receive a number of different services as a part of SHORE UP!'s Whole Family Initiative. This initiative enables SHORE UP! Inc. to assist families in combating intergenerational poverty.

For example, parents may receive GED program coaching at all centers. Families who are interested in furthering their education obtain assistance from Family Service Workers to enroll and receive courses needed for GED preparation. Family service workers also enroll individuals interested in obtaining CDL (Commercial Driver's License), CNA (Certified Nursing Assistant) and CDA (Child Development Associate) certifications, as well as training in Phlebotomy. The Whole Family Initiative also includes an Active Parenting Curriculum, transportation assistance and more.

An Active Parenting Curriculum is offered to support the growth and development of children by providing families and caregivers the skills necessary to prepare their children at home.

Income eligible families are encouraged to apply for the Energy Assistance program.

The Volunteer Income Tax Assistance program ensures that all families have the opportunity to utilize free tax services.

Family Service Workers assist families with transportation to medical appointments if families demonstrate that transportation is a barrier.

Parents volunteer at the center-answering the telephone, making copies, as well as assisting in the classroom and during field trips.

Parents volunteer during the interviewing process, strengthening their communication and writing skills.



A training takes place with parents at a SHORE UP! facility.



# PARENTAL ENGAGEMENT ACTIVITIES



The agency reported 32 volunteers for the Head Start and Early Head Start centers. Three of those volunteers were current or former parents of Head Start students.

There were a number of parental engagement activities, such as "A Night In Hollywood" hosted by the Princess Anne Head Start Center. A father engagement program, the event included over 30 fathers who walked with their children down the red carpet of excellence. Fathers and their children also participated in a variety of fun activities.

Exercise and healthy eating was the focus during "Frisbee with Fathers."

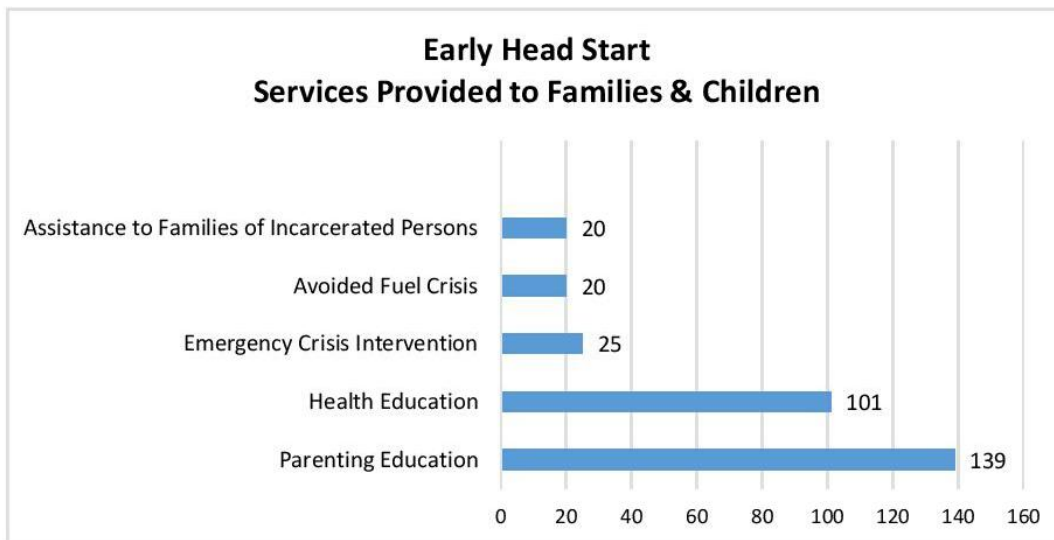
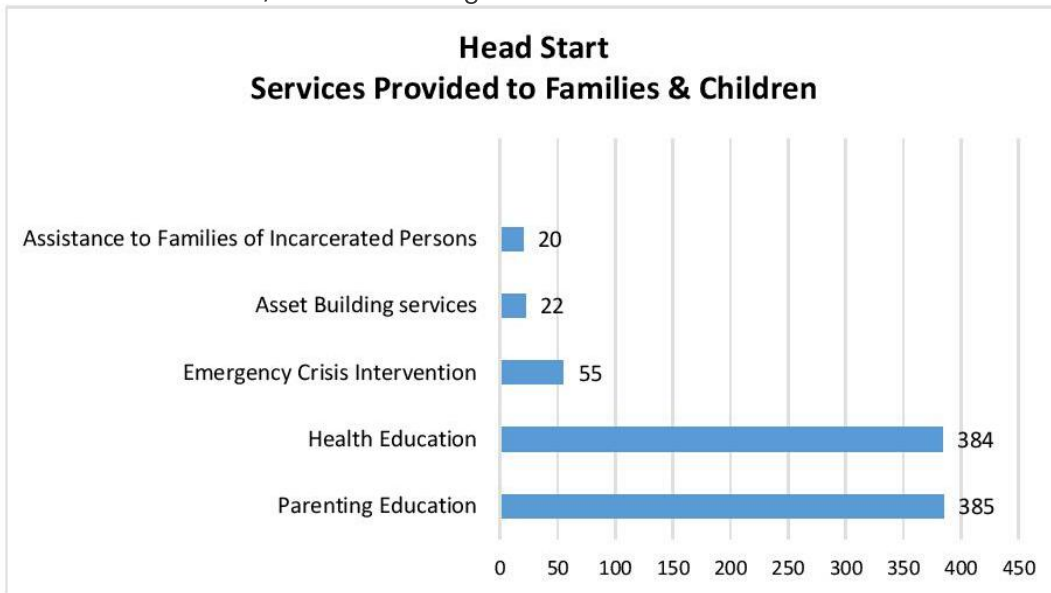
Children and fathers participated in "March Dadness." The participants learned relay activities using math and cognitive skills.

Stockton parents, teachers, family service workers and the site coordinator built a float for the Pocomoke City Christmas Parade.



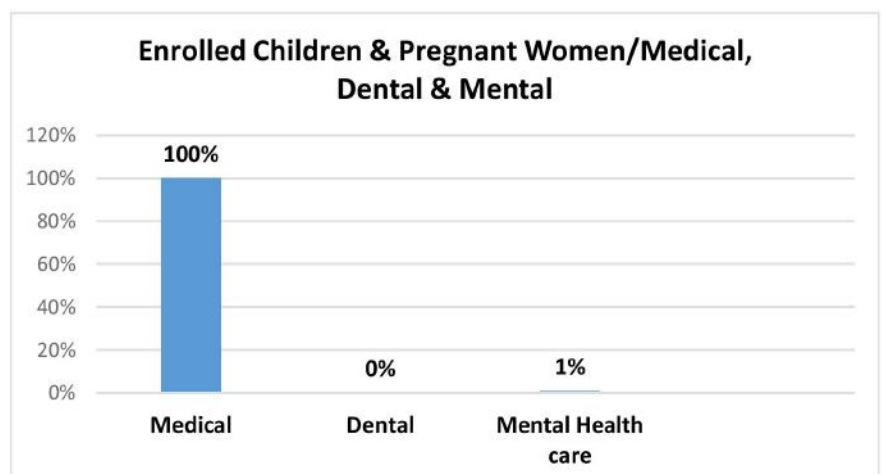
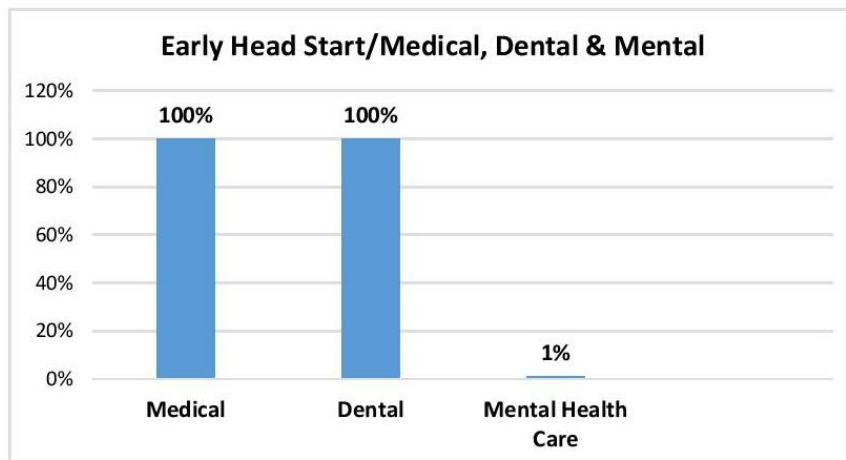
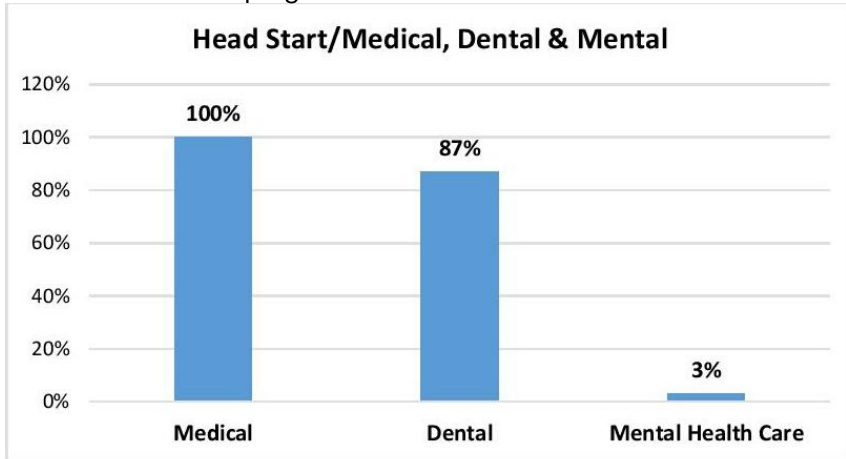
# SERVICES

A number of clients took advantage of the services offered to Head Start and Early Head Start children and families. The charts below indicate some of the various services offered, as well as the number of individuals who received these services. Please note the following: Emergency/Crisis Intervention services include meeting immediate needs such as food, clothing and/or shelter. ESL is training on English as a Second Language. Asset Building Services are comprised of financial education, debt counseling and more.



# HEALTH INFORMATION

The Health Information for Fiscal Year 2019 included: the percentage of enrolled children who received medical and dental exams, as well as mental health care for Head Start and Early Head Start. The information below also indicates the percentage of enrolled children and pregnant women who received medical and dental exams, as well as mental health care.



# SUCCESS

**New grant + committed staff = renovations & added instructional time at Cambridge center**



**New playground at Dorchester Early Learning Center**

Dorchester Early Learning Center has made significant strides since 1988. Established by SHORE UP! Inc., the early learning facility began their program as a family support center.

“We started by providing free, comprehensive services to families, targeting parents and their children from birth through age three, as well as pregnant women,” says Shashanna Reed, director for the Dorchester Early Learning Center.

The only drawback to the program included the hours of operation; the facility could only offer services to students two days per week. The Cambridge, Md. center was recently awarded a Duration Grant, which allows the facility to offer vital programs five days a week.

“This is a great opportunity for the children and for families,” says Reed. “We need as much time with these children as possible, because Head Start and Early Head Start programs support children’s growth and development in a positive learning environment.”

According to the US Dept. of Health and Human Services website, the purpose of the Duration Grant is to “increase the total number of hours for high quality educational services offered to children enrolled in Head Start and Early Head Start center-based and family child care programs.”

In addition to adding three days per week for instruction, the center has been updated and is currently undergoing needed renovations, such as four new classroom spaces, a new Heating, Ventilation and Air Conditioning System, new staff, adult bathrooms and a beautiful state-of-the-art playground. All renovations should be complete late January 2020.

“Even though the journey has been long and tough, it will pay off in the long run for the families in this community,” states Reed.



**Upon completion, new classrooms will look like this current classroom at Dorchester Early Learning Center.**

# FINANCIAL REPORT

The TGM Group LLC performed an Independent Auditors' report for SHORE UP!, Inc. The most recent report for the year ending June 30, 2018, included the following summary of audit results.

The auditors' report expresses an unmodified opinion on the financial statements of SHORE UP!

No material weaknesses during the audit of the financial statements are reported in the Independent Auditors' Report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements performed in accordance with Government Auditing Standards.

No instances of noncompliance material to the financial statements of SHORE UP!, which would be required to be reported in accordance with Government Auditing Standards, were disclosed during the audit.

No significant deficiencies relating to the audit of the major federal award programs for SHORE UP! are reported in the Independent Auditors' Report on Compliance for each major program and on internal control over compliance required by the uniform guidance.

The Auditors' Report on Compliance for the major federal award programs for SHORE UP! expresses an unmodified opinion on all major federal programs.

There are no current findings relative to the major federal award programs for SHORE UP! Inc.

The programs tested as major programs include: Head Start Cluster - CFDA #93.600

The threshold for distinguishing Type A programs was \$750,000.

SHORE UP! was determined to be a low-risk auditee.

## **Findings - Financial Statement Audit**

NONE

## **Findings and questioned costs - Major Federal Award Programs Audit**

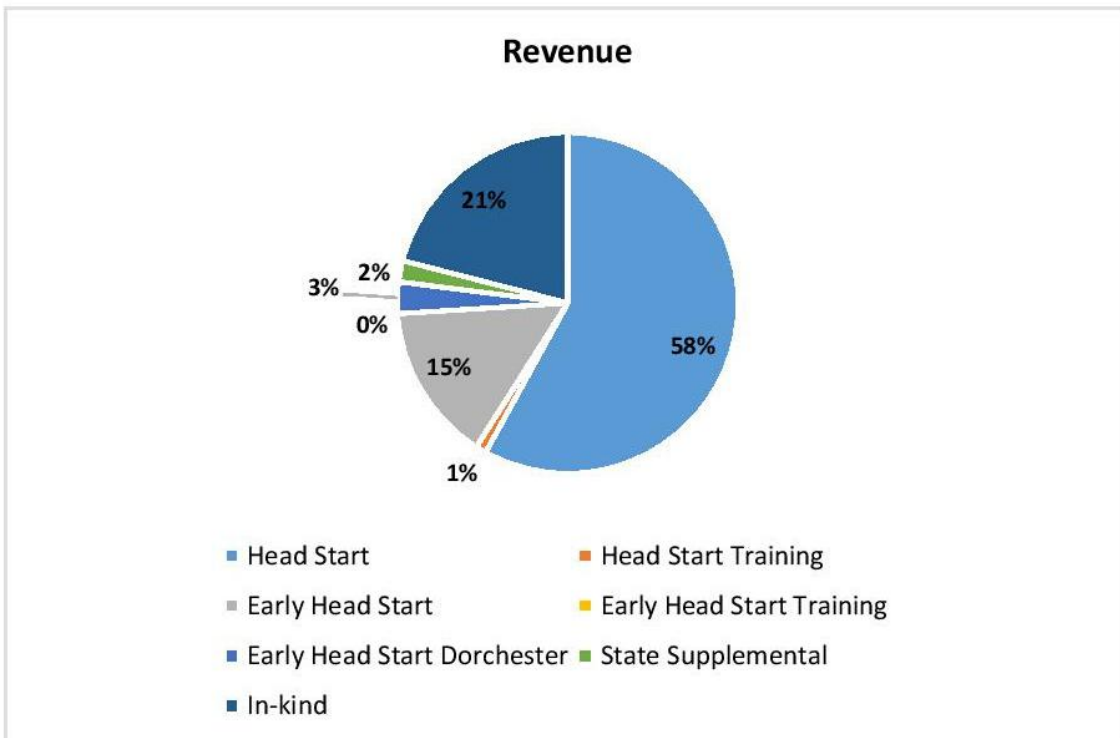
NONE



# REVENUE

## REVENUE

Head Start	7,482,694
Head Start Training	89,528
Early Head Start	2,019,070
Early Head Start Training	46,369
Early Head Start Dorchester	319,800
State Supplemental	200,090
In-kind	2,631,213
<b>Total</b>	<b>\$12,788,764</b>



# EXPENSES

Budget	Head Start	Head Start Training	Early Head Start	Early Head Start Training	Early Head Start Dorchester	State Supplemental	Total
Personnel	4,154,460		1,041,411		109,819	99,278	5,404,968
Fringe Benefits	1,413,395		395,180		28,802	36,822	1,874,199
Comm.	95,458		11,869		7,049		114,376
Travel		26,254		14,032	688		40,974
Equipment	37,226		1,181		673		39,080
Supplies	163,479		40,905	6,155	5,183		215,722
Rent & Utilities	368,799		81,218		36,686		486,703
Contractual	4,176		68		15,995		20,239
Vehicle Operation	398,470		23,628		24,495	11,103	457,696
Other	391,242	63,274	386,110	26,182	62,907	38,630	968,345
<b>Direct Cost</b>	<b>7,026,705</b>	<b>89,528</b>	<b>1,981,570</b>	<b>46,369</b>	<b>292,297</b>	<b>185,833</b>	<b>9,622,302</b>
Indirect Cost	455,989		37,500		27,503	14,257	535,249
Inkind	2,024,177		516,360		90,676		2,631,213
<b>Total</b>	<b>9,506,871</b>	<b>89,528</b>	<b>2,535,430</b>	<b>46,369</b>	<b>410,476</b>	<b>200,090</b>	<b>12,788,764</b>



# FIND US...

HERE'S A LIST OF EARLY HEAD START & HEAD START FACILITIES..ALSO, PLEASE FIND & FOLLOW SHORE UP! ON FACEBOOK & LINKEDIN



## EARLY HEAD START CENTERS

### Wicomico County

#### Salisbury Center

520 Snow Hill Rd.  
Salisbury, Md. 21804

### Somerset County

#### Crisfield Center

210 N. Somerset Ave.  
Crisfield, Md. 21817

### Dorchester County

#### St. Clair Center

824 Fairmount Ave.  
Cambridge, Md. 21613

#### Princess Anne Center

12549 Independence Court  
Princess Anne, Md. 21853

### Worcester County

#### Berlin Center

130 Flower St.  
Berlin, Md. 21811

#### Snow Hill Center

6352 Worcester Highway  
Snow Hill, Md. 21841

## HEAD START CENTERS

### Queen Anne's County

#### Grasonville Center

5441 Main St.  
Grasonville, Md. 21638

### Dorchester County

#### Hurlock Center

6210 Shiloh Church/Hurlock Rd.  
Hurlock, Md. 21643

#### St. Clair Center

824 Fairmount Ave.  
Cambridge, Md. 21613

## HEAD START CENTERS

### Kent County

#### Chestertown Center

115 S. Lynchburg Ave. Ste. B  
Chestertown, Md. 21620

### Wicomico County

#### Eden Center

30842 Eden/Allen Rd.  
Eden, Md. 21822

#### Salisbury Center

520 Snow Hill Rd.  
Salisbury, Md. 21804

### Talbot County

#### Easton Center

305 Glenwood Ave.  
Easton, Md. 21601

#### St. Michaels Center

100 Seymour Ave.  
St. Michaels, Md. 21663

### Worcester County

#### Berlin Center

130 Flower St.  
Berlin, Md. 21811

#### Stockton Center

5480 Stockton Rd.  
Stockton, Md. 21864

#### Snow Hill Center

6352 Worcester Highway  
Snow Hill, Md. 21841

### Somerset County

#### Crisfield Center

210 N. Somerset Ave.  
Crisfield, Md. 21817

#### Princess Anne Center

12549 Independence Court  
Princess Anne, Md. 21853