

# ANNUAL REPORT

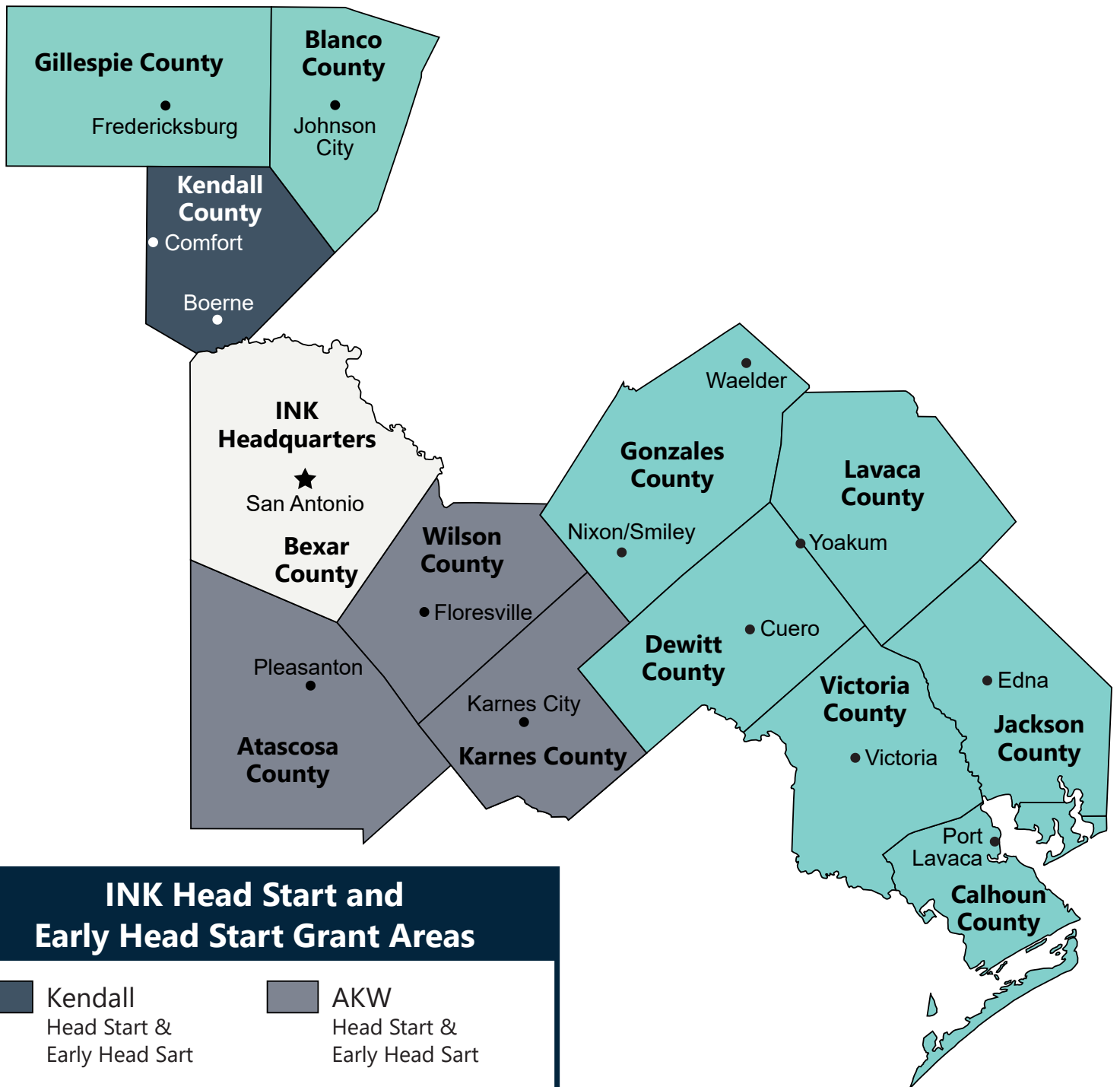
2022-2023







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# SERVICE AREA



**INK Head Start and Early Head Start Grant Areas**

 Kendall Head Start & Early Head Start	 AKW Head Start & Early Head Start
 Stonewall	 JVL-CDG

# PROGRAM GOVERNANCE

Our program governance provides the infrastructure to ensure the program management demonstrates care, prudence, and good business judgment. Our Board of Directors and Policy Council membership is responsible for acting in the interest of the children, the organization, and the Head Start program: safeguarding the organization's mission, preserving the program intent, and monitoring adherence to the law.

## BOARD OF DIRECTORS



**George Cowden, II**

*Chairman & Secretary  
(Legal Expert)*



**Jesse J. Flores**

*Treasurer*



**Dorothy Terrell**



**Douglas T. Browne,  
CPA**

*(Fiscal Expert)*



**Brenda Heimann**

*(Early Childhood Expert)*

## NOTE FROM THE EXECUTIVE DIRECTOR

Dear Head Start Families, Supporters, and Champions of Early Education,

I am writing to you today with an immense sense of optimism and excitement for the future of our beloved Head Start organization. As the Executive Director of Innovative Network of Knowledge, it is both an honor and a privilege to share with you the tremendous opportunities that lie ahead for our Head Start families and the pivotal decision we have made to embark on a journey of rebranding.



At the heart of our mission is a commitment to providing high-quality early education to children, setting the stage for a lifetime of learning and success. Today, I am thrilled to share with you the vision that propels us into the future — a future where every child not only has access to education but is empowered to thrive and excel.

The decision to rebrand from BCFS Education Services to Innovative Network of Knowledge, INK, is not merely a change of name or logo; it signifies a new chapter in our mission. It is a bold declaration of our commitment to innovation, adaptability, and excellence in early education. Our rebranding is a symbol of our dedication to staying at the forefront of educational advancements, ensuring that our Head Start families receive the best possible support and resources.

In the face of unprecedented challenges brought about by the COVID-19 pandemic, our organization has demonstrated resilience and adaptability. The pandemic has reshaped the landscape of education, presenting new and uncharted territories for educators, parents, and, most importantly, our young learners. I want to express my deepest gratitude to our exceptional team of employees who have not only weathered these challenges but have emerged stronger, more resourceful, and more committed than ever to our mission.

Our educators have gone above and beyond to facilitate the Head Start program in a time when traditional models of education have been disrupted. They have embraced technology, found innovative ways to engage young minds remotely, and continued to foster a love for learning despite the uncertainties that surrounded us. Their dedication and resilience have been nothing short of inspiring.

In closing, I want to express my gratitude to each and every one of you who have been a part of our journey. Your support has been instrumental in bringing us to this moment, and I am confident that our collective efforts will propel us to even greater heights.

Here's to the exciting future that awaits us — a future where every child's potential is unlocked and the impact of our Head Start program is felt for generations to come.

With passion, optimism, and a deep sense of purpose,

A handwritten signature in black ink that reads "D Shetter". The signature is fluid and cursive.




Dr. Denise Shetter  
Executive Director, Innovative Network of Knowledge

# ADMINISTRATION







## Revenue and Expenses

Description	Head Start Admin	National School Lunch Program	AKW HS & EHS	Stonewall & Kendall	EHS Childcare Partnership	JVL CDG HS & EHS	Head Start Covid Grant	Head Start American Rescue Plan Grant	Instructional Learning
<b>Program Revenue:</b>									
4036 TDH Food Program Revenue	-	107,127	-	-	-	-	-	-	-
4086 Federal Revenue	-	-	2,855,443	1,858,238	3,657,320	5,381,816	895	986,540	-
4149 Contract Revenue	-	-	-	-	-	-	-	-	-
4530 Intercompany Revenue	351,000	-	-	-	-	-	-	-	77,036
4540 Interest, Dividends, and Other Income	13,756	-	-	22,600	(1)	21,500	-	-	-
4550 - Match Revenue	-	-	465,553	527,849	165,171	520,843	-	-	-
<b>Total Revenues</b>	<b>364,756</b>	<b>107,127</b>	<b>3,320,996</b>	<b>2,408,688</b>	<b>3,822,490</b>	<b>5,924,159</b>	<b>895</b>	<b>986,540</b>	<b>77,036</b>
<b>Expenses:</b>									
5010 Salaries & Wages	155,958	-	1,373,134	654,776	1,736,746	1,696,402	-	306,295	52,238
5015 Contract Labor	75,982	-	416,729	524,948	102,464	1,079,245	-	59,203	-
5020 Employee benefits and Payroll Taxes	20,140	-	339,537	140,449	490,031	434,960	-	59,203	-
5030 Medical Fee and Expenses	361	-	2,547	124	8,671	6,416	-	-	631
5045 Food	-	82,329	-	1,598	-	11,759	1,438	205,034	-
5050 Program Supplies	46,621	966	333,403	260,623	230,210	207,028	-	126,231	10,889
5060 Transportation and Travel	6,294	-	20,422	13,813	32,970	70,115	-	-	-
5070 Telephone and Utilities	1,478	-	59,224	17,325	57,219	80,622	-	-	-
5080 Equipment and Building Maintenance	16,070	-	103,601	33,515	50,159	713,859	-	205,413	-
5090 Insurance	500	-	34,358	21,183	18,784	43,309	-	-	54
5100 Professional Fees	9,750	-	14,686	9,279	9,764	20,657	-	-	-
5200 Building and Vehicle Leases	4,118	-	14,663	29,085	435,510	136,370	-	-	-
5210 Meetings, Training, and Retreats	-	-	55,078	26,461	100,874	59,844	-	-	-
5225 Match Expenses	-	-	465,553	527,849	165,171	520,843	-	-	-
5300 Miscellaneous	680	-	5,607	403	16,039	7,457	-	2,106	666
5400 Depreciation and Amortization	1,646	-	104,572	48,683	205,977	108,405	-	3,506	-
5123 G&A Indirect Expense	-	2,082	137,723	177,758	328,809	440,566	43	-	-
<b>Total Expenses w/Indirect</b>	<b>339,598</b>	<b>85,377</b>	<b>3,480,837</b>	<b>2,487,872</b>	<b>3,989,398</b>	<b>5,637,857</b>	<b>1,481</b>	<b>942,385</b>	<b>77,781</b>
<b>Net Surplus / (Deficit)</b>	<b>25,158</b>	<b>21,750</b>	<b>(159,841)</b>	<b>(79,184)</b>	<b>(166,908)</b>	<b>286,302</b>	<b>(586)</b>	<b>44,155</b>	<b>(745)</b>
<b>Less Capital Purchases</b>	<b>14,298</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>75,673</b>	<b>460,852</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus / (Deficit)</b>	<b>10,861</b>	<b>21,750</b>	<b>(159,841)</b>	<b>(79,184)</b>	<b>(242,581)</b>	<b>(174,550)</b>	<b>(586)</b>	<b>44,155</b>	<b>(745)</b>



# PROGRAM STATS & DEMOGRAPHICS

	AKW EHS	AKW HS	Stonewall/ Kendall EHS	Stonewall/ Kendall HS	EHS CCP	JVL EHS	JVL HS
 Total Funded Enrollment	315	315	60	147	208	383	64
 Children/ Mothers Served	1	-	3	-	-	-	-
 Avg Monthly Enrollment	86	192	40	135	171	348	36

## Eligible Children Served

	AKW EHS	AKW HS	Stonewall/ Kendall EHS	Stonewall/ Kendall HS	EHS CCP	JVL EHS	JVL HS
 Income	39	90	26	83	54	75	11
 Public Assistance	36	62	11	17	91	205	21
 Foster Child	4	3	-	1	10	8	1
 Homeless	1	2	-	3	-	30	1
 Over Income	2	17	1	9	12	7	1
 Over-Over Income	5	18	5	22	4	23	1

# HEALTH AND NUTRITION

	AKW EHS	AKW HS	Stonewall/ Kendall EHS	Stonewall/ Kendall HS	EHS CCP	JVL EHS	JVL HS
 Number of Children Up to Date on Health Care at EOY	38	80	34	113	169	323	23
 Number Received Dental Exam	78	12	30	117	143	219	35
















# FAMILY & COMMUNITY ENGAGEMENT

## Family Services

	AKW EHS	AKW HS	Stonewall/ Kendall EHS	Stonewall/ Kendall HS	EHS CCP	JVL EHS	JVL HS
 Emergency/ Crisis Intervention	2	4	5	6	17	26	-
 Housing Assistance	-	-	2	3	3	1	-
 Asset Building Services	-	0	1	-	-	-	3
 Mental Health Services	-	9	2	10	1	2	-
 Substance Misuse Prevention	-	-	-	-	-	-	-
 ESL Training	-	-	3	4	0	-	-
 Ed/Job Program Enrollment	42	133	22	4	-	-	-
 Research Based Parenting Curriculum	-	-	10	32	-	-	-
 Child Progress Discussions	15	10	23	71	96	223	32
 Transitions	-	-	2	-	-	-	-

	AKW EHS	AKW HS	Stonewall/ Kendall EHS	Stonewall/ Kendall HS	EHS CCP	JVL EHS	JVL HS
 Medical and Oral Health	1	2	12	19	1	2	-
 Tobacco Cessation	-	-	2	-	-	-	-
 Nutrition	0	9	12	12	-	-	-
 Postpartum Care	-	-	2	-	-	-	-
 Marriage/ Relationship Education	-	1	1	-	-	-	-
 Assistance to Families of Incarcerated individuals	-	-	-	-	-	-	-

## Father Engagement

	AKW EHS	AKW HS	Stonewall/ Kendall EHS	Stonewall/ Kendall HS	EHS CCP	JVL EHS	JVL HS
 Family Assessment	10	22	4	9	47	101	23
 Goal Setting	9	15	4	6	52	102	23
 Development Experiences	11	27	11	16	24	48	9
 Program Governance	3	9	-	2	1	14	-
 Parenting Education	5	7	3	18	22	3	1

# CENTER EDUCATION DATA BY GRANT

Grant	Area	Wave 1	Wave 3
AKW	Physical Development & Health	66%	75%
AKW	Approaches to Learning	73%	73%
AKW	Social and Emotional Behaviors	72%	84%
AKW	Cognition	83%	73%
AKW	Phonological Awareness	74%	76%
JVL	Physical Development & Health	64%	65%
JVL	Approaches to Learning	52%	61%
JVL	Social and Emotional Behaviors	66%	73%
JVL	Cognition	59%	75%
JVL	Phonological Awareness	64%	55%
Stonewall	Physical Development & Health	89%	88%
Stonewall	Approaches to Learning	89%	92%
Stonewall	Social and Emotional Behaviors	94%	82%
Stonewall	Cognition	41%	84%
Stonewall	Phonological Awareness	73%	54%