



ANNUAL REPORT 2020

The Fort George Mission

To provide a quality comprehensive, family focused, child development program for children and families by empowering them to become lifelong learners.



Photo taken by Nicole, Class E, age 5,
STEM / Photography project.

Message from the Executive Director/ CEO

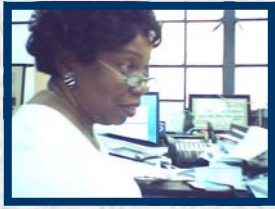


Photo by Emily Rodriguez, age 4,
STEM/Photography Project.

*"Not everything
that is faced can be
changed, but
nothing can be
changed until it is
faced."*

- James Baldwin

As I reflect on my fifteen years (15) as the Executive Director/CEO of Fort George Community Services, I can say they were the best of times. The agency has gone through several paradigm shifts namely rebranding and becoming an Office of Head Start Grantee serving 422 Head Start/ Early Head Start children in Washington Heights, West Harlem and Hamilton Heights in Manhattan and Morrisania in the Bronx. Also providing 3K and UPK services for 38 children, with a direct contract with the New York City Department of Education, in Morrisania in the Bronx. This expansion of services to diverse communities will enable our organization to take a good look at ourselves when it comes to diversity, bias, cultural awareness as we work within our service areas.

The Events of 2020:

- March 15, 2020 the Mayor and the New York City Department of Health declared all schools and early education programs to be closed effective March 16, 2020 due to the COVID-19 pandemic.
- Monday March 16th our program managers started to work with staff and families to transition into remote learning, via various remote modalities. All lesson plans and family service activities were shared with all enrolled children. The plans were also available on our website.
- May 18-22, 2020 we had a Federal Review from the Office of Head Start. The review covered all Head Start and Early Head Start modalities. The summary results from all areas reviewed found no areas of Noncompliance or Deficiencies.

The review covered:

1. Program Design & Management
 2. Designing Quality Education & Child Development
 3. Designing Quality Family & Community Engagement
 4. Developing Effective Eligibility, Recruitment, Selection, Enrollment and Attendance (ERSEA) strategies.
 5. Fiscal Infrastructure
- October 19th, 2020 following all COVID- 19 protocols provided by both New York City and State Health Departments, along with CDC advisories we opened the 2020/2021 school year with in person and remote learning at all locations.

As we end the COVID-19 Pandemic Year 2020 a special thank you to our Board of Directors and Policy Council. To our staff, parents, children and friends who supported the agency this year, thank you. We could not have made it without your commitment and dedication!

Carolyn L. Wiggins,
Executive Director/CEO

Historical Statement from the Board of Directors

The Fort George Community Enrichment Center, Inc. was founded and incorporated in 1981 for the purpose of establishing, maintaining, and operating programs in education, employment, training, economic development, housing, health and social welfare. These programs were designed to strengthen the growth and development of individuals and families in the Washington Heights Area.

The organization was formed by community residents who were concerned with the provision of comprehensive services to lower-income families with preschool children and following them through the early years of elementary school.

The ethnic make-up of the Agency's population consists of Hispanic, Black, Asian and Caucasian families. The composition of the Board of Directors reflects this multicultural community.

The 2018 school year brought about changes to the Agency. For the past 36 years the Agency was known as Fort George Community Enrichment Center, Inc. After strategic planning the Agency decided that an organizational name change was needed to reflect the Agency's true mission. In December 2018 our name change was officially granted by the Secretary of New York State. We are now officially Fort George Community Services, Inc. This change reflects our mission to provide comprehensive services in Early Education, Community Health Education and Closing the Achievement Gap.

In line with this, we have expanded our service area to include Washington Heights, West Harlem and Hamilton Heights in Manhattan and Morrisania in the Bronx which are evolving communities of growth. The areas are transitional in the sense that there is a relatively high in-and-out migration. Many young families in need of various types of social and health services comprise these neighborhoods.

Initially, the agency started the operation of our Head Start program with 94 children in Washington Heights, as a Head Start Delegate of New York City in 1981. In 1997 we received our first UPK direct contract from the New York City Department of Education. In 2014 the Agency opened its first UPK site in the Bronx. In 2015 the Agency was one of sixteen programs in the State of New York awarded the first Early Head Start Child Care Partnership Grant from the Office of Head Start under President Barack Obama's administration. In 2018 we received our second Head Start/Early Head Start award as a Grantee from the Office of Head Start.

As of this year 2020, the program has three sites in Washington Heights with additional nine family day care homes serving Washington Heights, West Harlem and Hamilton Heights. One center base site serves EHS, UPK, Three-K, and fifteen family day care homes in the Bronx. Fort George Community Services, Inc. provides quality comprehensive early childhood services to approximately 450 children, ages 0-5, and their families.



The first site is located at 1525 St. Nicholas Avenue, and has a licensed capacity for 125 children. This site houses the Administration offices of the agency. The second site is located at 601 West 186th Street and has a licensed capacity of 51 children. Our third site in the Bronx at 489 St. Paul's Place zip code 10456 serves 8 toddlers in a center base classroom and 64 infants and toddlers in 15 family providers' homes. The site also serves 33 children through a DOE contract for 3K and UPK.

The fourth site located at 4467 Broadway has a licensed capacity of 96 children, and nine family daycare homes located in zip codes 10027, 10032, 10033, 10034, 10040 with capacity to serve 50 children.

Funding for all Early Head Start and Head Start is currently provided by the Administration for Children and Families/ Health & Human Services Office of Head Start (ACF/HHS/OHS) as a Head Start, Early Head Start and an Early Head Start Child Care Partnership Grantee.



We continue to support the values that we established for ourselves over 39 years ago as they have clearly contributed to our ongoing success. We thank the staff and the parents for making this a great school year.

Sincerely,

The Officers

Ruth Rudder, Chair
Winifred Richman, Treasurer
John Phelan Esq., Secretary

The Members

Diana Douglas, MS.ed
Gary King, MS.ed
Megan Silander, Ph.d
Kira Mineroff, Esq. , Pro Bono
Walter Frye, MBA, CPA,
Fiscal Consultant



General Highlights 2020

Our Partners



Our Accomplishments

- Completed the FA / Federal Review remotely. Received no non-compliance or deficiencies.
- We continued our partnership with New York Presbyterian Hospital: Center for Community Navigation.
- An Early Childhood pilot program in collaboration with New York Presbyterian's Choosing Healthy & Active Lifestyles for Kids™ (CHALK).



- NY Enrichment Group: Health & Nutrition
- New York Presbyterian Community Navigation Program. Community Health Workers.

Accomplishments ...

- New York Presbyterian Ambulatory Care Network partnership provides the opportunity for first year medical residents in the program to participate in our Early Literacy Program by reading to our students: *Reach Out and Read*
- Partnership with South Bronx Rising.



- Collaboration with the New York City Children's Cabinet.
- Received Holiday gifts: Office of Government and Community Affairs, Columbia University.

- Member of the National Head Start Association.
- National Head Start Association—State Leadership Team.
- Member of the New York State Head Start Association (The Executive Director is the President).
- DISCRIP/NYP community health workers that provide services to families with children that have multiple chronic health issues.



The Fort George Head Start, Early Head Start, Early Head Start Childcare partnerships, 3-K, and Universal Pre-Kindergarten Program Provide:

Education

- Emergent literacy, numeracy, and language skills
- Positive attitudes toward learning
- Developmentally appropriate educational environments
- Link families to educational agencies to obtain needed services

Health & Nutrition

- Assures that our children receive needed medical, dental and mental health services
- Meals and snacks to our children that meets their daily nutritional needs
- Link families to health care services to obtain needed services

Parent Engagement

- Provides parents the opportunity to improve their parenting skills
- Parents are involved actively in the decision about program operations

Disabilities/Mental Health

- Provide individualized services for children with disabilities
- Strengthen children's social behavior and emotional well-being and self concept

Human Resources

- Employ qualified staff
- Provide staff development and training
- Comply with Head Start regulations.

Children and Families Served and Average Enrollment *(as of 4/2/2020)*

Site	Funded	Enrollment	Average Enrollment
Northern Manhattan I HS	50	Received Permit 3/15/20 The day NYC & DOH closed all schools.	96%
Northern Manhattan I EHS/FCC	50	50	100%
Northern Manhattan II HS	170	169	99%
Northern Manhattan II HB	80	37	46%
St. Paul's EHSCCP	64	64	100%
St. Paul's EHS	8	8	100%

2020 Children Diagnosed with a Disability and Receiving Services

Location	Individual Education Plan (IEP)	Individual Family Service Plan (IFSP)
Northern Manhattan I	—	—
Northern Manhattan II	10	—
St. Paul's	—	2

Teaching Strategies Gold – Spring 2020 / 2021 Widely Held Expectations

Fort George Early Head Start Bronx — 2 yr. olds

Developmental Areas	Below		Meeting		Exceeding	
	Count	%	Count	%	Count	%
Social Emotional	0	0%	4	50%	4	50%
Physical	0	0%	3	37.5%	5	62.5%
Language	0	0%	5	62.5%	3	37.5%
Cognitive	0	0%	5	62.5%	3	37.5%
Literacy	0	0%	6	75%	2	25%
Mathematics	0	0%	6	75%	2	25%

Fort George Early Head Start / CC Partnership Bronx

Developmental Areas	Below		Meeting		Exceeding	
	Count	%	Count	%	Count	%
Social Emotional	11	20%	26	47.27%	18	32.73%
Physical	30	54.55%	16	29.09%	9	16.36%
Language	21	38.18%	30	54.55%	4	7.27%
Cognitive	6	10.91%	36	65.45%	13	23.64%
Literacy	0	0%	24	43.64%	31	56.36%
Mathematics	1	1.82%	38	69.09%	16	29.09%

Head Start : Northern Manhattan I (3 year old)

Developmental Areas	Below		Meeting		Exceeding	
	Count	%	Count	%	Count	%
Social Emotional	2	22.22%	7	77.77%	0	0%
Physical	3	33.33%	6	66.67%	0	0%
Language	4	44.44%	5	55.56%	0	0%
Cognitive	6	66.67%	3	33.33%	0	0%
Literacy	7	77.78%	2	22.22%	0	0%
Mathematics	9	100%	0	0%	0	0%

Teaching Strategies Gold – Spring 2020 / 2021 Widely Held Expectations

Head Start : Northern Manhattan I (4 year old)						
	Below		Meeting		Exceeding	
Developmental Areas	Count	%	Count	%	Count	0%
Social Emotional	0	0%	14	100%	0	0%
Physical	8	57.14%	6	42.86%	0	0%
Language	8	57.14%	6	42.86%	0	0%
Cognitive	2	14.29%	12	85.71%	0	0%
Literacy	3	21.43%	11	78.57%	0	0%
Mathematics	11	78.57%	3	21.43%	0	0%

Early Head Start Northern Manhattan I (Family Day Care)						
	Below		Meeting		Exceeding	
Development Areas	Count	%	Count	%	Count	%
Social Emotional	0	0%	8	53.33%	7	46.67%
Physical	1	6.67%	9	60%	5	33.33%
Language	1	6.67%	7	46.67%	7	46.67%
Cognitive	4	26.67%	11	73.33%	0	0%
Literacy	3	20%	8	53.33%	4	26.67%
Mathematics	10	66.67%	5	33.33%	0	0%

Head Start : Northern Manhattan II —1525 St Nicholas (4 year old)						
	Below		Meeting		Exceeding	
Developmental Areas	Count	%	Count	%	Count	%
Social Emotional	21	33.87%	21	33.87%	20	32.26%
Physical	18	31.58%	24	42.11%	15	26.32%
Language	18	29.03%	27	43.55%	17	27.42%
Cognitive	19	30.65%	27	43.55%	16	25.81%
Literacy	16	25.81%	23	37.1%	23	37.1%
Mathematics	19	30.65%	20	32.26%	23	37.1%

Teaching Strategies Gold – Spring 2020 / 2021 Widely Held Expectations

Head Start : Northern Manhattan II - 601 W. 186th (3 year old)

Developmental Areas	Below		Meeting		Exceeding	
	Count	%	Count	%	Count	%
Social Emotional	1	7.14%	12	85.71%	1	7.14%
Physical	0	0%	14	100%	0	0%
Language	3	21.43%	11	78.57%	0	0%
Cognitive	3	21.43%	10	71.43%	1	7.14%
Literacy	4	28.57%	9	64.29%	1	7.14%
Mathematics	3	21.43%	11	78.57%	0	0%

DOE UPK- 489 St. Paul's Place (Yellowbirds)

Developmental Areas	Below		Meeting		Exceeding	
	Count	%	Count	%	Count	%
Social Emotional	1	7.14%	8	57.14%	5	35.71%
Physical	0	%	11	78.57%	3	21.43%
Language	1	7.14%	11	78.57%	2	14.29%
Cognitive	1	7.14%	12	85.71%	1	7.14%
Literacy	1	7.14%	13	92.86%	0	0%
Mathematics	1	7.14%	13	92.86%	0	0%

DOE 3K - 489 St. Paul's Place (Bluebirds)

Developmental Areas	Below		Meeting		Exceeding	
	Count	%	Count	60%	Count	0%
Social Emotional	4	40%	6	40%	0	0%
Physical	6	60%	4	50%	0	0%
Language	5	50%	5	20%	0	0%
Cognitive	8	80%	2	20%	0	0%
Literacy	8	80%	2	20%	0	0%
Mathematics	10	100%	0	0%	0	0%

Fort George Head Start School-Readiness Summary List

Social Emotional

1. Children will interact with peers, cooperating and solving social problems.
2. Children will develop self-regulation

Approaches to Learning & Play

3. Children will engage In play and other activities with purpose, persistence, attention and curiosity.
4. Children will engage in sophisticated socio-dramatic play.

Language & Literacy

5. Children will understand and respond to oral questions and directions.
6. Children will use strong and varied vocabulary and will participate In conversations.
7. Children who speak a home language other than English will progress in their ability to understand and use English.
8. Children will demonstrate interest in books, comprehension of texts and ability to retell favorite stories.
9. Children will hear and manipulate the sounds in oral language, noticing similarities and differences.
10. Children will know many letter names and sounds.
11. Children will understand the function of print and some print concepts, and will use early writing to communicate.
12. For Dual Language Learners, children will exhibit appropriate English skills necessary to understanding language and to us language effectively In various settings and for various purpose.

Math & Science

13. Children will use counting and numerical representation in their activities, especially to solve problems.
14. Children will demonstrate knowledge of shapes and their properties.
15. Children will demonstrate understanding of patterns.
16. Children will classify, sort and compare objects based on different attributes.
17. Children will measure and compare objects based on length, weight, etc.
18. Children will engage in scientific inquiry.

Social Studies

19. Children will demonstrate an understanding of one's relationship to the family and the community, roles In the family and community and will demonstrate respect for diversity.

The Arts

20. Children will explore music, movement, dance, drama and the visual arts.

Physical

21. Children will maintain physical health, age-appropriate physical development and fine/gross motor skills.

(City-Wide learning Goals are Bolded)

Fort George Early Head Start School-Readiness Summary List

Social-Emotional Development & Approaches to learning

1. Children will develop and maintain positive *relationships* with peers and familiar adults
2. Children will demonstrate *self-regulation*, including an understanding of rules and independence in executing most daily classroom and self-care routines.
3. Children will demonstrate a positive *self concept* through identification with their family, culture, peers and familiar adults.
4. Children will initiate and engage in play, discovery and the arts with increasing *purpose, persistence attention and curiosity*.

Cognitive & General Knowledge

5. Children will use all *senses* to investigate, problem solve, compare attributes and form individual understandings of the *natural and physical world*.
6. Children will demonstrate an increasing ability to *connect new and known* experiences and concepts.
7. Children will demonstrate an age-appropriate interest in *numbers and counting* during daily experiences and routines.

Language & Literacy (in home language and English)

8. Children will *understand and respond* to simple oral questions and directions.
9. Children will *communicate* using expanding *language skills and vocabulary* to express their needs, ideas and desires and to participate in conversations
10. Children will demonstrate *interest in books* and a general comprehension of text/illustrations.
11. Children will demonstrate interest in *early writing and reading*, including an age-appropriate understanding of the function of print and graphic/symbolic representations.
12. Children who speak a home language other than English will progress in their ability to *understand and use both languages*.

Physical Development & Health

13. Children will maintain *physical health* and develop *healthy habits* related to eating and personal care.
14. Children will demonstrate age-appropriate *gross motor* skills and progress in their ability to *control their bodies* for movement /rhythm, navigation and balance.
15. Children will demonstrate age-appropriate *fine motor* skills.

Fort George Community Services, Inc. (FGCS)

Financial Statements / Fiscal Year 2020

Statements of Revenue, Expenses, and Fund Balance

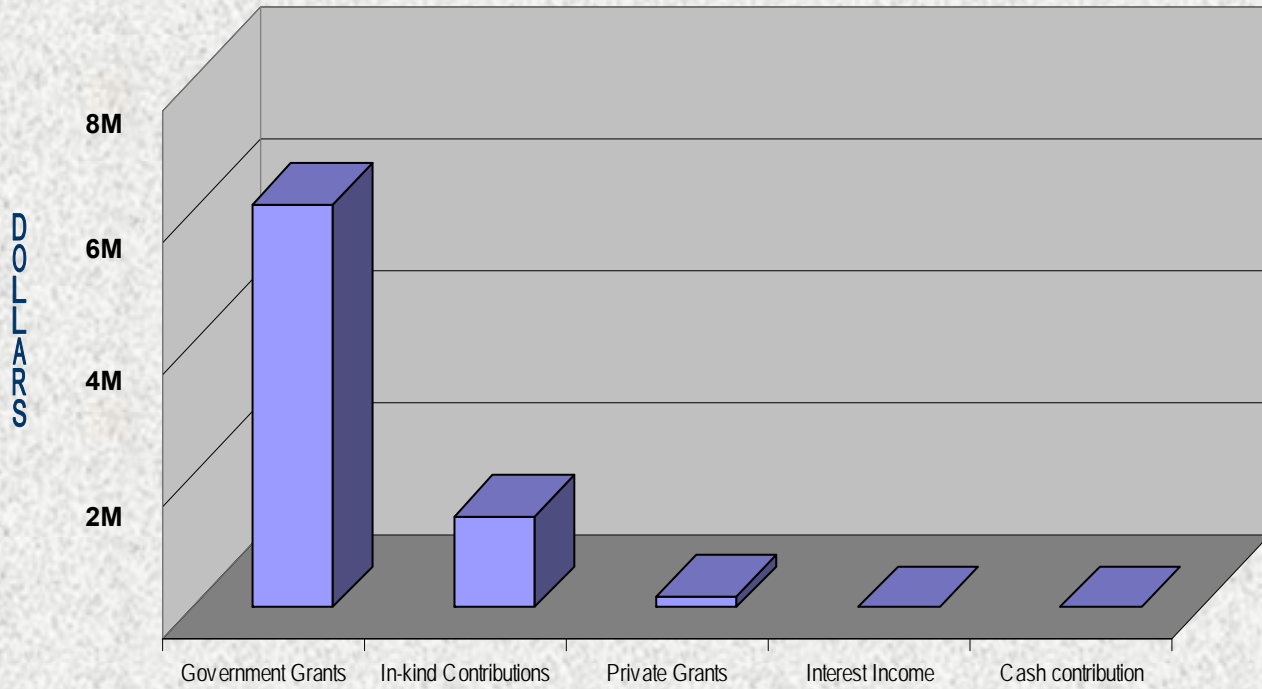
Fiscal Year 2020

Support and Revenue	Without Donor Restrictions	With Donor Restrictions	Total
Government grants	6,162,880		6,162,880
Private grants	-	166,757	166,757
Cash contribution	17		17
In-kind contributions	1,379,460		1,379,460
Interest income	34		34
Net assets released from restrictions	168,864	(168,864)	-
Total Support Revenue	7,711,255	(2,107)	7,709,148

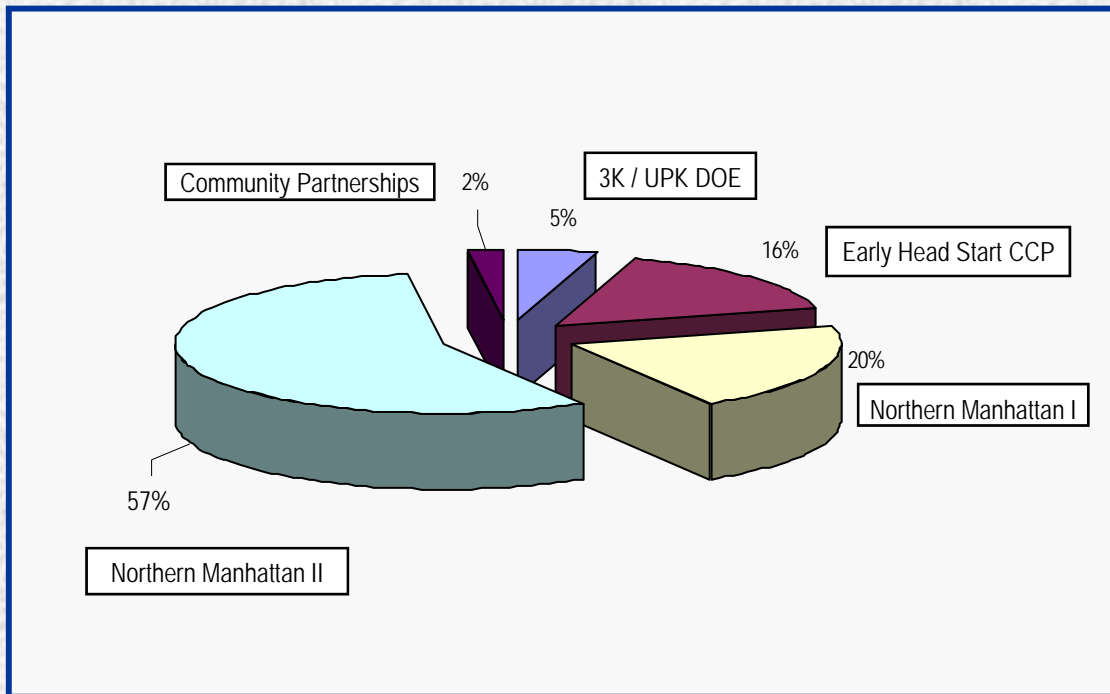
Expenses			
3K / UPK Department of Education	357,890	-	357,890
Early Head Start CCP	1,248,391	-	1,248,391
Northern Manhattan I	1,573,562	-	1,573,562
Northern Manhattan II	4,342,156	-	4,342,156
Community Partnership	168,898	-	168,898
Total Expenses	7,690,897	-	7,690,897
Changes in Net Assets	20,358	(2,107)	18,251
Net Assets, Beginning of Year	-	328,255	328,255
Net Assets, End of Year	20,358	326,148	346,506

Note: The Financial Statement presented for the Fiscal Year 2020 is unaudited. Final adjustments will be made during the course of the audit conducted by Watson Rice, LLP.

Funding Sources for FGCS



Functional Breakdown of FGCS Operations





Executive Staff

Carolyn L. Wiggins

CEO

Anita Grossbard

COO

Rose de la Cruz

CFO

Policy Council

Officers

Mariama Barry: *President*

Aichata Sanagre: *Vice President*

Margarita Trujillo: *Secretary / Treasurer*

Kofee Dawson: *Community Representative*

Members

Maria Hidalgo

Nafisatu Tanko

Salimata Konate

Stephanie Martinez