



# 2021 ANNUAL REPORT



**Child Development**  
**CENTERS Inc**

## Educating Children To Succeed









# CONTENTS

MESSAGE FROM THE CEO	04
LEADERSHIP	05
WHO WE SERVE	06
STUDENT ACHIEVEMENT	10
SAFETY	14
PROFESSIONALISM	18
EXCELLENCE	22
OUR SUPPORTERS	26



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**“I remain continuously inspired by our entire team’s impressive ability to positively impact children’s lives across each community we serve.”**

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As all employees play an equally impactful role in each child's developmental success, I admire their determination to exemplify our core values in their work each day.

As we are a regional nonprofit early childhood organization, our team works diligently to ensure a cohesive blend of Student Achievement, Safety, Professionalism, and Excellence in our centers across northwestern Pennsylvania. In prioritizing best practices and standard regulations in our expansive services, we promise a superior learning environment and peace of mind to all families we serve.

As our highly skilled teachers remain committed to meeting the individual needs of each child in our care, their expertise and consistent focus on each child's growth lays the foundation for them to perform dramatically above their peers at each level of development.

Each teacher's tenacity paired with our high-quality Creative Curriculum, classroom supplies, and learning resources offers our infants, toddlers, and preschool-aged children unparalleled care and education that fosters academic achievement and confidence in the classroom.

Their efforts are reflected in our student data, which we analyze regularly to aid us in delivering an array of innovative school readiness resources and strategies to approximately 2,000 children we serve in Venango, Crawford, and Erie counties.

Despite challenges we have faced associated with the ongoing COVID-19 pandemic, Child Development Centers, Inc. maintains confidence in the face of adversity. As external circumstances continuously fluctuate, our dedicated team gracefully overcomes each hurdle and works proactively to ensure the safety of all children and staff.

Although we are unable to control what happens in the world around us, I am confident in our team's ability to consistently embody service to others with complete integrity, empathy, and respect.

The ultimate testament to the hard work we've put in over the past five decades, and a personal goal of mine, is to be recognized nationally for the exemplary execution of our model. I am extremely proud of our evidence-based leadership approach and our team's commitment to exhaustively seek continuous quality improvement.

Within this report, we proudly expand on each of our core values, highlighting how each has been successfully implemented into our services and operations. I firmly believe that our organizational success can be attributed to these guiding principles.

On behalf of the Board of Directors and everyone at Child Development Centers, Inc., thank you for your interest and support.

  
Rina M. Irwin  
Chief Executive Officer



# BOARD OF DIRECTORS

**DR. LYNDA WELLER**

**Interim President**

*Oil City Area School District*

**KC MILLER**

**Vice President**

*Franklin Area School District*

**GARY COLLINS**

**Interim Treasurer**

*Community Member*

**MARY ANN GRAHAM**

**Secretary**

*Community Member*

**DENISE JONES**

*Community Member*

**ELLIOTT EHRENREICH**

*Community Member*

**GREG BROWN**

*Community Member*

**TESHA NESBIT**

*Community Member*

## CHILD DEVELOPMENT CENTERS LEADERSHIP



**RINA IRWIN**  
*Chief Executive  
Officer*



**PAM SAMPSELL**  
*Director of  
Quality/ELRC*



**HOLLAND CULVER**  
*Venango County  
Administrator*



**CAROL COURTNEY**  
*Erie County  
Administrator*



**REBECCA RUFF**  
*Crawford County  
Leader*





# WHO DO WE SERVE?

CDC offers a variety of programs for infants, toddlers, preschoolers and school-age children beginning at six weeks of age and extending to elementary school-age children in sixth grade.



0-3 YEARS



3-5 YEARS



5-12 YEARS

**179** Infant/Toddler

**40** Early Head Start

**1200** Head Start

**225** PA Pre-K Counts

**236** Tuition-Based Preschool

**403** School-Age

**53%**  
of all enrolled children  
are from single  
parent households



## ANNUAL HOUSEHOLD INCOME

36% (Includes categorically eligible families)  
Under \$3,000

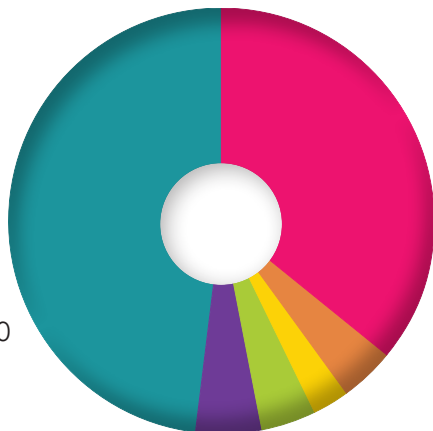
4%  
\$3,000 - \$6,000

3%  
\$6,000 - \$9,000

4%  
\$9,000 - \$12,000

5%  
\$12,000 - \$15,000

48%  
Over \$15,000



## ETHNICITY

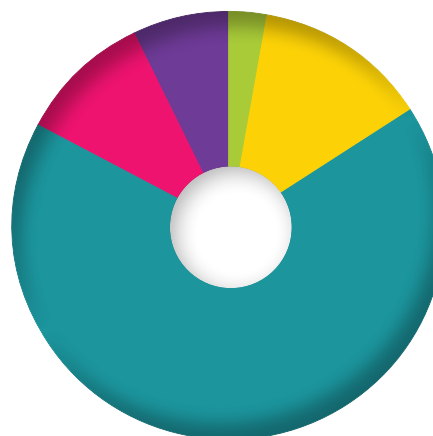
67%  
White/Caucasian

13%  
African American

10%  
Multiracial

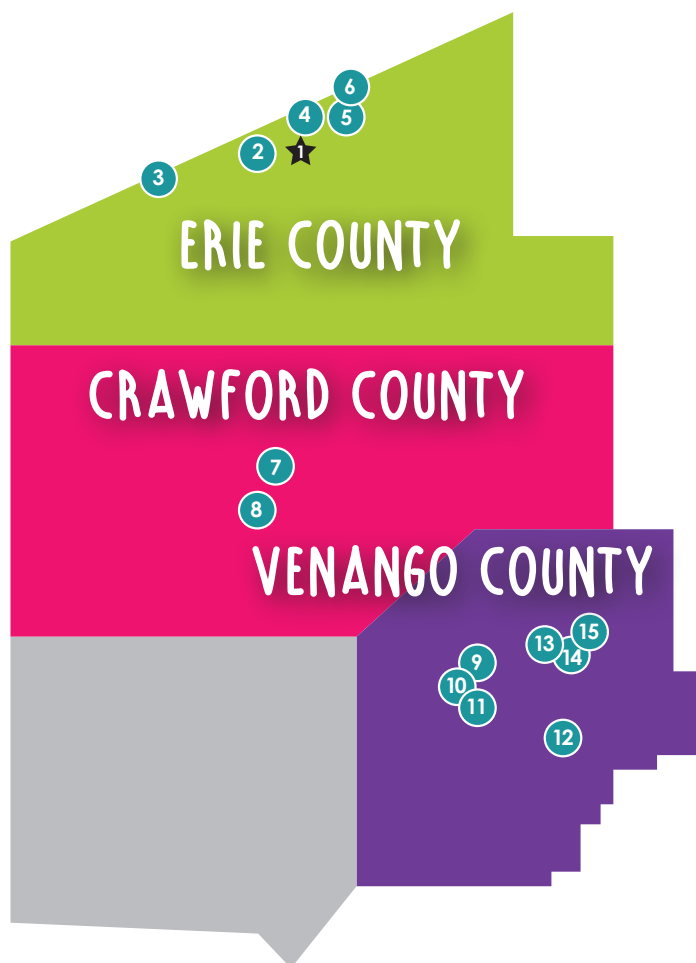
7%  
Hispanic

3%  
Other



343,475 Free meals provided from  
July 2020 - June 2021

## CENTER LOCATIONS



## ERIE COUNTY

**1. Administrative Office**  
2335 West 38<sup>th</sup> St., Suite 1  
Erie, PA 16506  
(814) 480-0210

**2. Asbury CDC**  
3814 Asbury Rd.  
Erie, PA 16506  
(814) 413-0190

**3. Elk Valley Head Start**  
2556 Maple Ave.  
Lake City, PA 16423  
(814) 413-0186

**4. Cascade CDC**  
950 West 7<sup>th</sup> St.  
Erie, PA 16502  
(814) 413-0133

**5. Century CDC**  
504 East 27<sup>th</sup> St.  
Erie, PA 16504  
(814) 413-0180

**6. Gilson CDC**  
903 Payne Ave.  
Erie, PA 16503  
(814) 413-0177

## CRAWFORD COUNTY

**7. Willow CDC**  
15438 State Highway 86  
Meadville, PA 16335  
(814) 807-0778

**8. East End Head Start**  
640 Walnut St.  
Meadville, PA 16335  
(814) 807-1588

## VENANGO COUNTY

**9. Franklin CDC**  
1215 Railroad St.  
Franklin, PA 16323  
(814) 437-9222

**10. Franklin School-Age CDC**  
614 11<sup>th</sup> St.  
Franklin, PA 16323  
(814) 437-9293

**11. 7th Street CDC**  
702 Liberty St.  
Franklin, PA 16323  
(814) 518-5309

**12. Cranberry CDC**  
180 Salina Rd.  
Seneca, PA 16346  
(814) 676-5779

**13. Hasson Heights CDC**  
255 Park Ave.  
Oil City, PA 16301  
(814) 677-5865

**14. Grant Street CDC**  
701 East 3<sup>rd</sup> St.  
Oil City, PA 16301  
(814) 493-8923

**15. Oil City CDC**  
210 East Bissell Ave.  
Oil City, PA 16301  
(814) 670-0240



# SNAPSHOT OF 2020-2021 HIGHLIGHTS

**RENOVATIONS  
COMPLETED AT  
CASCADE CENTER**  
FOR 2020-21 SCHOOL YEAR  
OPENING.



**VIRTUAL CLASSROOMS**  
WERE CREATED SO CHILDREN  
COULD CONTINUE LEARNING  
FROM HOME DURING THE  
PANDEMIC. TEACHERS  
CREATED LESSONS AND  
CONTENT TO SHARE.

CDC EXPANDED ITS  
**BOARD OF  
DIRECTORS**

TO INCLUDE MEMBERS OF THE  
ERIE COMMUNITY INCLUDING  
GREG BROWN, TESSA NESBIT  
AND ELLIOTT EHRENREICH.



FRANKLIN SCHOOL-AGE  
CENTER ACHIEVED  
**NAEYC  
ACCREDITATION**  
ON DECEMBER 4, 2020.

GIRARD SCHOOL DISTRICT  
CLOSED ITS PRESCHOOL  
PROGRAM AT THE ELK VALLEY  
ELEMENTARY SCHOOL WHICH  
LED TO

**TWO ADDITIONAL  
CDC PRESCHOOL  
ROOMS**

OPENING AT THAT LOCATION  
FOR A TOTAL OF FOUR.



OVER  
**14,000 MEALS**  
DELIVERED TO ENROLLED  
CHILDREN'S HOMES FOR  
APPROXIMATELY 3 MONTHS  
DURING THE PANDEMIC.

HEAD START  
**PARENT  
FACEBOOK  
GROUPS**

WERE LAUNCHED TO  
PROVIDE ALTERNATIVE  
PARENT INTERACTIONS,  
COMMUNITY RESOURCES  
AND COMMUNICATION  
OPPORTUNITIES.



THE NEWLY RENNOVATED  
**GILSON CENTER  
OPENED**

PROVIDING ERIE COUNTY WITH  
CDC'S FIRST INFANT/TODDLER  
CHILD CARE CLASSROOMS.

BROKE GROUND FOR THE  
**DOWNTOWN  
CENTER IN ERIE**

WHICH WILL BE LOCATED  
AT 121 EAST 10TH ST., AND  
HAVE 10 ROOMS WITH THE  
CAPACITY OF 130  
ENROLLED CHILDREN.



# HEAD START SUCCESS

Student and family success is a vital component not only of Child Development Centers, but also the national Head Start program. CDC is honored to become a part of these success stories, no matter how small of a role played.

Cathy Pacley of Erie, PA has been a part of the Head Start program for 44 years in a variety of roles. It all started when she was a single mother of a 3-year-old named Stephen and found a note on her door about a free preschool. After enrolling Stephen, Cathy was approached by the school to volunteer as a bus rider, which she did, as well as becoming a parent volunteer.

She had always wanted to be a teacher, but didn't think it was possible. After volunteering for a partial year, Cathy was hired as a substitute teacher with Head Start in 1977. She was then hired as a classroom assistant and furthered her career by obtaining her Child Development Associate and taught for 24 years as a Head Start teacher. In 2003, Cathy obtained her Associates Degree through Head Start at Edinboro University. She then pursued a career as a Family Advocate with Head Start for 16 years. She loved working with the parents and children through this position and was able to relate closely to Head Start parents having been one herself.

When CDC obtained the Head Start grant for Erie County, Cathy joined the team as an assistant teacher at the Asbury center, now in her third year.

She said that throughout her years involved with Head Start, seeing the parent involvement in the program, such as parent volunteers, parent meetings and the community and one large family that they formed together was the thing she liked most. She said she also enjoyed watching the children's progression year after year and their unique personalities.

Cathy's success story does not end with her however. Her 3-year-old son Stephen, who began her journey in the Head Start world, also became successful with the help of the program. Stephen Stanboro did exceptionally well in the Head Start program and his teacher said that he was one of the smartest children that crossed her path.



His journey with Head Start didn't end with preschool however as Stephen went on to be a Head Start Bus Driver, Teaching Assistant and Parent Involvement Specialist Assistant. He also attended college through the Head Start program at Edinboro University and saw his son, Stephen Jr. attend Head Start as well.

Stephen has since worked in the food service industry for many years including helping start a restaurant by assisting in developing menus, specialty foods and drinks with his knowledge of food service. During the pandemic, Stephen was laid off but had an opportunity arise to purchase a food truck, now known as Bro-Man's Sammiches, which serves specialty burgers, tacos and sandwiches at local establishments and events throughout Erie. His staff, mostly family, also includes his son Stephen Jr, who works part-time on the truck while also furthering his education to pursue an electrician career.

Stephen and Bro-Man's Sammiches recently helped with a recruitment event at CDC's Asbury location, giving back to the program that helped change the lives of generations of his family 44 years ago.

We are so proud of Cathy, Stephen and Stephen Jr. and thank them for sharing how Head Start impacted their family through the generations. We wish them continued success and thank them for all of their dedication to helping other children and families in the Head Start community.



A young girl with curly hair is smiling at the camera. The image is overlaid with a semi-transparent orange filter. A dark orange banner is positioned across the middle of the image, containing the text 'STUDENT ACHIEVEMENT' in white, uppercase, sans-serif font. Below this banner, another orange banner contains the text 'CDC PROMISES A SUPERIOR LEARNING ENVIRONMENT' in white, uppercase, sans-serif font. The background shows a chain-link fence and some foliage.

# STUDENT ACHIEVEMENT

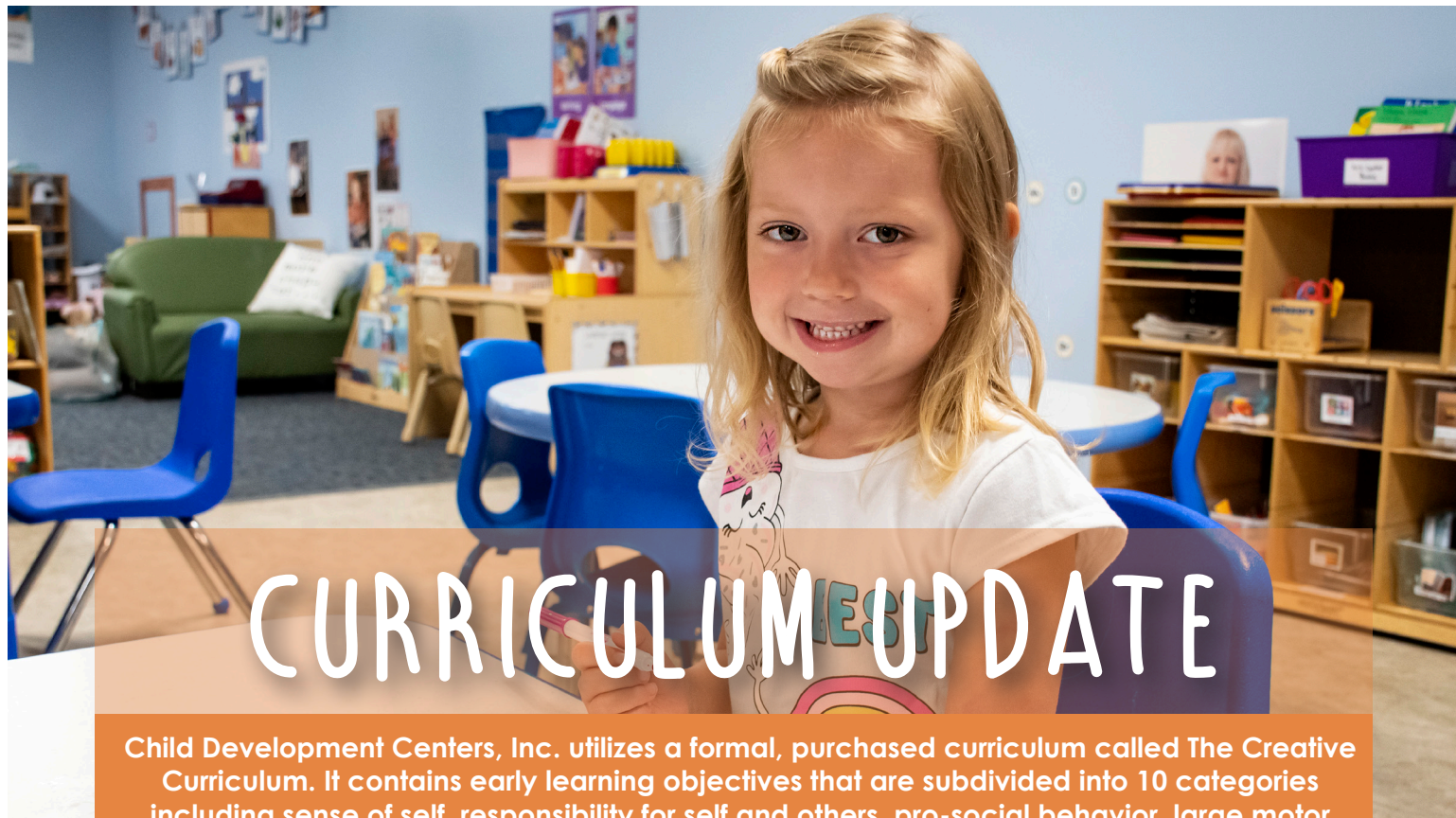
**CDC PROMISES A SUPERIOR  
LEARNING ENVIRONMENT**





CDC confidently promises a superior learning environment for each child through its implementation of a rigorous, research-based curriculum. In demanding an advanced level of curriculum fidelity, delivering an array of innovative school readiness resources, and analyzing benchmark data for student growth, CDC creates an exemplary environment for student success.





# CURRICULUM UPDATE

Child Development Centers, Inc. utilizes a formal, purchased curriculum called The Creative Curriculum. It contains early learning objectives that are subdivided into 10 categories including sense of self, responsibility for self and others, pro-social behavior, large motor skills, small motor skills, learning and problem-solving, logical thinking, mathematics, representation and symbolic thinking, listening and speaking, and reading and writing.

The Creative Curriculum balances student-led with teacher-led questions, investigations and explorations. During a Study, such as Trees, the classroom is transformed into a learning community, which generates questions and finds ways to explore those questions. The children discuss the Question of the Day, participate in the Read-Aloud Book protocol, work in small groups with the Intentional Teaching Cards across the curriculum, and engage in the Mighty Minutes for playful learning, as well as for transitions. In addition, the Study-based materials are integrated across the Interest Areas for informal exploration by the children.

## 2020-2021 CURRICULUM ACCOMPLISHMENTS

- Maintained the number of Venango, Crawford and Erie County teachers receiving a perfect score on their overall performance within the curriculum and increase new teachers' performance to perfect scores.
- A curated preschool research base with emphasis on the work of Lev Vygotsky, which is a characteristic of all high-quality preschools in the country and around the world.
- 18 preschool teacher trainings were released to teachers for high quality practices in preschool, including CLASS interfacing with each Creative Curriculum component and child-made play plans, verbal engagement to benefit children's brain growth and elevate interactions during intentional play, extensions during Creative Curriculum studies, a 4-part vocabulary expansion series, a 3-part Tools of the Mind series based on Vygotsky's research, and classroom strategies.



**10** CDC Infant/Toddler Studies were implemented and are continuously revised to better align with current research. The Studies include Spring, Summer, Fall, Winter, Sticky Things, Roads and Streets, Bugs, Boxes, Balls and Animals.



- The Venango/Crawford on-staff Curriculum Specialist was trained on the Classroom Assessment Scoring System (CLASS) for infants and toddlers in order to apply the dimensions to Creative Curriculum and to focus especially on the instructional format. The Erie on-staff Curriculum Specialist was trained and certified on the Classroom Assessment Scoring System (CLASS) for preschool.

- Seven teacher trainings were designed to include Infant/Toddler Studies.

- A strong emphasis on teachers and assistants using Teaching Strategies Gold, the system used to track student achievement progress, in hard copy to better acquaint the assistants with the objectives, improve teacher and assistant observations of preschoolers, and recognize the developmental level of a child to improve instruction and interactions.

- Assistants, lead teachers, directors, and specialists received live training via remote technology to ensure a cohesive understanding of all CDC initiatives.

- 68 activities for our wrap care rooms were created and distributed in order to better serve those children.

- Tools were created to observe play plans for process and scaffolding, intentional play, and verbal engagement types in the preschool classrooms.

- Prior to CDC moving into virtual learning due to COVID-19, the Curriculum Specialists visited every classroom to monitor physical environment, high-quality practices, and play plan implementation.

- 53 classroom observations were completed via remote technology in order to observe interactions in all sections of the school day. After each observation, a teacher conference occurred to review the observation with the teacher.

- 32 one-on-one and small group play plan trainings were delivered to teachers and assistants via remote technology.

- The Venango/Crawford Curriculum Specialist observed 12 classrooms multiple times in order to coach the initiatives for fidelity with those teachers, while also conducting 29 on-the-spot meetings with teachers during their planning time to discuss questions and concerns.

- The Erie Curriculum Specialist observed 37 classrooms via remote and in-person observations in order to coach the initiatives for fidelity with those teachers as well as on-the-spot meetings to discuss questions and concerns.



- Conducting the long, comprehensive observations via remote technology allowed the Curriculum Specialists to focus on several areas, including assistant teachers, traffic patterns in the classroom, when and why children become disengaged, the number of transitions throughout the day, meal times, and superfluous additions to the daily schedule that did not grow the children's brains.
- The Curriculum Specialists identified what teachers had been calling a lack of social emotional skills in the children as a lack of cognitive skills, which only develop by repeated experiences with cognitive activities.

## FUTURE PLANS For School Year 2021-2022

As Child Development Centers, Inc. enters the 2021-2022 school term, our goal is to continuously promote the interlocking initiatives of verbal engagement, play plans, and intentional play as they have proven effective in our efforts to foster child development, growth, and a love for learning.

Additionally, we also intend to improve upon the data collected at the conclusion of the last school year for the 5-year-old children writing with invented spelling, children writing phonologically, and children writing a sentence independently. We will also continue working to eradicate any daycare thinking and approaches among our staff in order to establish CDC as an academic entity devoted to growing young children's brains while meeting their physical and emotional needs.

Lastly, we are committed to research-proven activities and instruction strategies that grow children's social-emotional skills, cognition, executive functioning, and self-control simultaneously. Due to the neuroscience research of David Berlyne, Walter Mischel, and Adele Diamond, we know that these skills are linked in the prefrontal cortex and that stimulating any one skill or ability stimulates the others. As a result, we are more committed than ever to cognitive activities for the children and cognitive adult-child interactions.





# SAFETY

**CDC PROVIDES SECURE  
ENVIRONMENTS**





To promote the wellbeing of all children and staff, CDC operates clean and healthy facilities, actively supervises children, and regularly reviews safety procedures and protocols while prioritizing best practices and standard regulations. As CDC remains dedicated to providing secure environments across its centers, it offers peace of mind to each family it serves.





# HEALTH SERVICES UPDATE

With a focus on nurturing the whole child, CDC stands out not only with its impactful curriculum and structured support, but also with its unparalleled health services for children and staff. Our Health Services Team led by Dr. Scott Cartwright, board-certified pediatrician, understands that each child's wellbeing directly affects his or her ability to learn, and they work diligently to ensure the health and safety of all children and staff.

In addition to completing medical exams and vision and hearing screenings in our Pennsylvania Pre-K Counts and Head Start programs, Dr. Cartwright and CDC's Assistant Director of Medical Services Dr. Erin O'Dell have worked exhaustively and effectively to combat the threat of COVID-19. Through the implementation of strategic center operations, adherence to all mandates and symptom screening protocols, and clear communications and instructions to all employees, the Health Services Team has enabled CDC to persevere throughout the ongoing COVID-19 pandemic.

Other significant accomplishments for the 2020-21 year include:

- Dental exams were provided for the majority of our Head Start, PreK Counts and Early Head Start students through a local dentist, resulting in approximately 183 children agency wide being referred for further dental care.
- The Health Services Team worked closely with a local dentist and dental clinic to implement Silver Diamine Fluoride (SDF) in our range of services to provide same-day treatment for children with cavities, on-site at their center. SDF treats cavities on the spot, immediately eliminating pain and further decay. This is a major health initiative due to cavities being the #1 pediatric infection in the U.S.
- In collaboration with Human Resources, the Health Services Team ensured that all employees are vaccinated for MMR and Tdap.
- All employees received the annual influenza vaccine free of charge while at work.



Because of our pharmacy partnerships,  
**70%** of our employees received the COVID-19 vaccine prior to most of the United States and other child care providers.



# 2020-2021 SAFETY INITIATIVES

- Pennsylvania State Police completed a safety assessment at each CDC building. Results were discussed with CDC staff and new safety precautions were implemented, including door frame magnet strips to keep doors locked at all times to hinder potential intruders. Officer Michelle Morrison also completed a video training on safety procedures for center staff.
- All door entries at each center were equipped with new keypads for safe, coded entry for staff. Willow, Gilson, Asbury, Century and Cascade locations were upgraded to a video camera entrance system in the lobby where the main doors are not visible from the front office.
- Updated camera systems were installed in centers to provide footage of better quality and coverage from additional angles.
- A brand new, 285-foot long retaining wall, an adapted entrance for wheelchair accessibility and new sidewalks were installed along the rear side of the Grant Street center in Oil City by Double E Landscaping.
- Several upgrades to the 6-foot-tall vinyl privacy fencing were completed at various playgrounds to prohibit outside access and safely enclose children in the play area.
- Our team tested each center's drinking water for lead, which showed results well below the action limit of 15 pbb for lead concentrations and required no corrective action.
- Two bus driver instructors were added to the CDC transportation team to focus on training drivers and to regularly participate in ride-alongs to ensure adherence to safety procedures.



- CDC was approved and granted COVID-19 vaccine provider status.
- Employee education and training resources were developed, including a monthly Health Minute newsletter to educate our staff on important health topics, such as preventative measures and awareness of various health conditions.
- The Health Services Team continues to work with Next Step Therapy to provide speech, physical therapy, and occupational therapy to children in Venango and Crawford Counties.
- A collaboration with Barber National Institute was also developed to provide speech, physical therapy, and occupational therapy services to our young learners throughout the Erie community, with plans to seek behavioral therapies through this connection as well.
- A Music Therapy collaboration with Mercyhurst University was also established for our Erie centers.



# VENANGO/CRAWFORD HEAD START

2019 - 2020  
GRANT YEAR

452

TOTAL NUMBER  
OF CHILDREN &  
FAMILIES SERVED

24 Foster Children

216 Families on WIC

314 Children 0-100% of Poverty  
& Considered Eligible

64 Children 101-130%  
of Poverty

46 Children over 130%  
of Poverty

49 Homeless Families

50 Families Receiving Public  
Assistance (SS/TANF or Both)

## SCHOOL READINESS

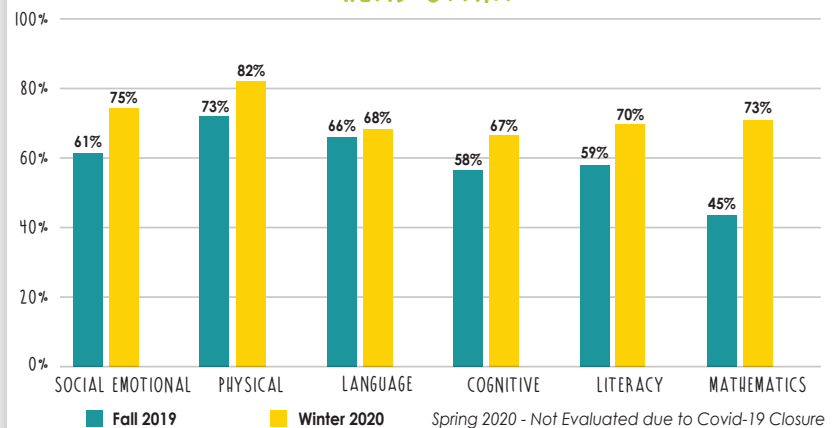
To promote school readiness in our Head Start classrooms, Child Development Centers, Inc. creates a nurturing and developmentally-appropriate learning environment, and we challenge children to explore and solve problems in clean, safe, well-equipped classrooms. We foster strong teacher-child relationships and provide frequent, engaging opportunities to learn, both of which help children to develop higher-order thinking skills that are essential for positive outcomes for children and success in school. Planning for classroom learning activities and experiences are based on each child's strengths, interests and needs in all domain areas.

## MONTHLY ENROLLMENT

MONTH	REPORTED	FUNDED
December 2019	441	440
January 2020	446	440
February 2020	441	440
March 2020	433	440
April 2020	430	440
May 2020	427	440
June 2020	426	440
July 2020	CLOSED	440
August 2020	CLOSED	440
September 2020	349	440
October 2020	368	440
November 2020	374	440

## 191 CHILDREN TRANSITIONING TO KINDERGARTEN

## 2019-2020 GROWTH OBJECTIVES FOR CHILDREN HEAD START



## FAMILY ENGAGEMENT

As CDC values and encourages familial involvement in each child's early learning and development, our administrative team implements several family engagement strategies. For example, all parents/guardians are welcomed and encouraged to share responsibility in their child's education by volunteering at their child's center, participating in the Parent Committee and Policy Council, or visiting their child's classroom. Head Start parents also receive a special parent newsletter periodically that highlights activities at their child's center. Throughout the past year, parents/guardians were invited to participate in an online cooking class, Nutrition Links, through a partnership with Penn State University. CDC was also able to assist families with custody support, finding local physicians and dentists, completing their GED's and continued schooling, job placements, housing assistance after house fires, Christmas help referrals, Thanksgiving vouchers, and more.

## Health Services COMPLETED SCREENINGS

96% Medical Exams  
100% Vision/Hearing  
87% Dental Exams  
70% Lead/Hemoglobin  
91% Immunizations Up-To-Date

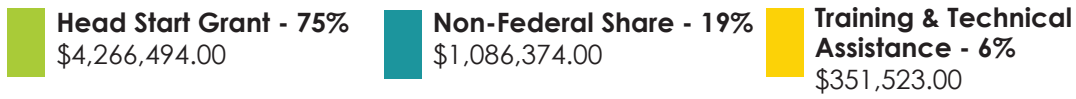
## FOCUS AREA I MONITORING RESULTS

Monitoring was completed in May of 2021, where CDC was fully compliant in the areas of Program Design, Management & Quality Improvement, Designing Quality Education & Child Development Program, Quality Health Program, Quality Family & Community Engagement Services & Developing Effective Eligibility, Recruitment, Selection, Enrollment & Attendance (ERSEA) Strategies & Fiscal Infrastructure.

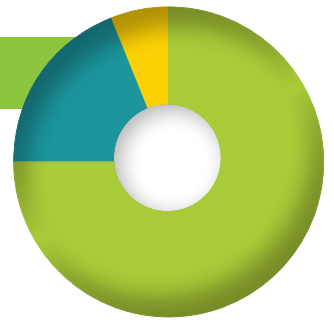
**Child  
Development  
CENTERS Inc**  
Educating Children To Succeed



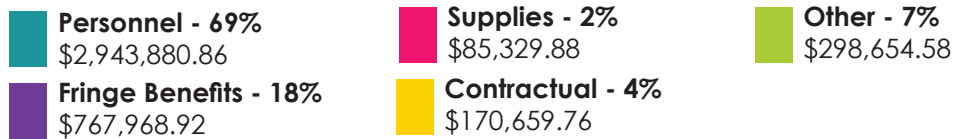
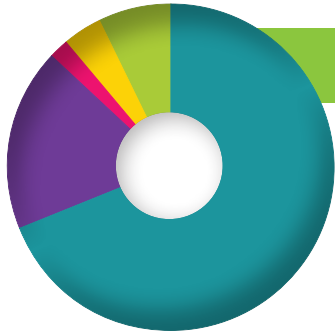
## PUBLIC & PRIVATE FUNDS RECEIVED



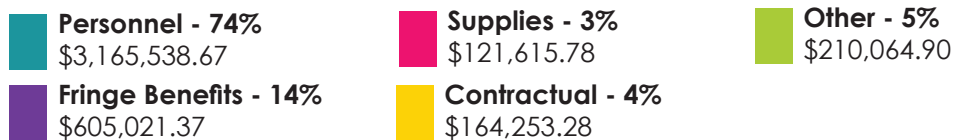
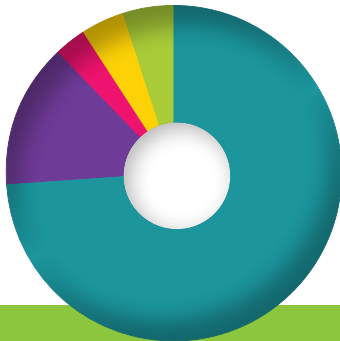
**TOTAL: \$5,704,391.00**



## HEAD START BUDGET VS. ACTUAL EXPENSES



**TOTAL BASE BUDGET: \$4,266,494.00**



**TOTAL BASE BUDGET: \$4,266,494.00**

## MOST RECENT FINANCIAL AUDIT



"We have audited the accompanying financial statements of Child Development Centers, Inc., which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Child Development Centers, Inc. as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued our report dated December 15, 2020, on our consideration of Child Development Centers, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters.

As part of obtaining reasonable assurance about whether Child Development Centers, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards."

To view the full Audit Report please contact Child Development Centers, Inc. Financial Office at 814-670-0838.



# ERIE HEAD START

2020 - 2021  
GRANT YEAR

786

TOTAL NUMBER  
OF CHILDREN &  
FAMILIES SERVED

16 Foster Children

315 Families on WIC

546 Children 0-100% of Poverty  
& Considered Eligible

112 Children 101-130%  
of Poverty

113 Children over 130%  
of Poverty

60 Homeless Families

111 Families Receiving Public  
Assistance (SS/TANF or Both)

## SCHOOL READINESS

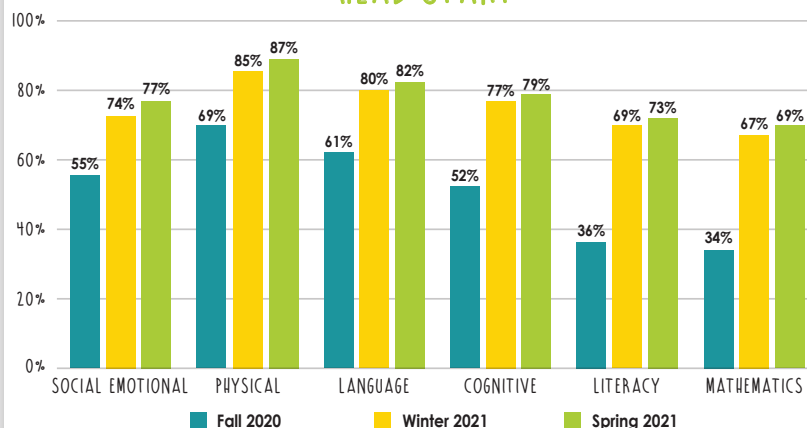
To promote school readiness in our Head Start classrooms, Child Development Centers, Inc. creates a nurturing and developmentally-appropriate learning environment, and we challenge children to explore and solve problems in clean, safe, well-equipped classrooms. We foster strong teacher-child relationships and provide frequent, engaging opportunities to learn, both of which help children to develop higher-order thinking skills that are essential for positive outcomes for children and success in school. Planning for classroom learning activities and experiences are based on each child's strengths, interests and needs in all domain areas.

## MONTHLY ENROLLMENT

MONTH	REPORTED	FUNDED
July 2020	CLOSED	760
August 2020	CLOSED	760
September 2020	428	760
October 2020	471	760
November 2020	480	760
December 2020	486	760
January 2021	504	760
February 2021	486	760
March 2021	484	760
April 2021	463	760
May 2021	455	760
June 2021	448	760

## 253 CHILDREN TRANSITIONING TO KINDERGARTEN

## 2020 - 2021 GROWTH OBJECTIVES FOR CHILDREN HEAD START



## FAMILY ENGAGEMENT

As CDC values and encourages familial involvement in each child's early learning and development, our administrative team implements several family engagement strategies. For example, all parents/guardians are welcomed and encouraged to share responsibility in their child's education by volunteering at their child's center, participating in the Parent Committee and Policy Council, or visiting their child's classroom. Head Start parents also receive a special parent newsletter periodically that highlights activities at their child's center. Throughout the past year, CDC was able to assist families with Kindergarten readiness, custody support, finding local physicians and dentists, completing their GED's and continued schooling, job placements, housing assistance after house fires, Christmas help referrals, Thanksgiving vouchers, and more.

## FOCUS AREA I MONITORING RESULTS

Monitoring was completed in May of 2021, where CDC was fully compliant in the areas of Program Design, Management & Quality Improvement, Designing Quality Education & Child Development Program, Quality Health Program, Quality Family & Community Engagement Services & Developing Effective Eligibility, Recruitment, Selection, Enrollment & Attendance (ERSEA) Strategies & Fiscal Infrastructure.

## Health Services COMPLETED SCREENINGS

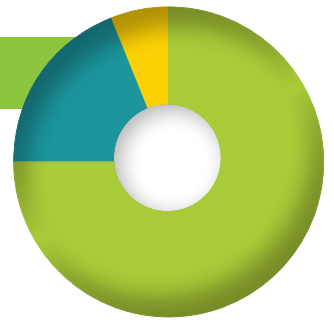
89% Medical Exams  
100% Vision/Hearing  
84% Dental Exams  
53% Lead/Hemoglobin  
81% Immunizations Up-To-Date



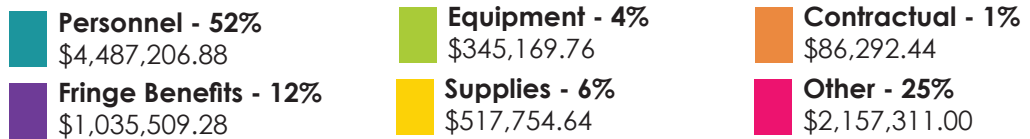
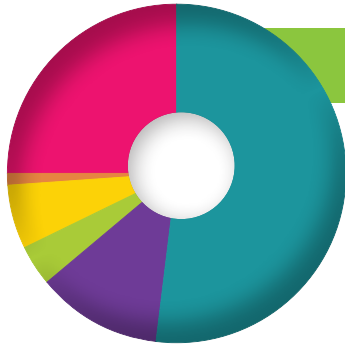
## PUBLIC & PRIVATE FUNDS RECEIVED



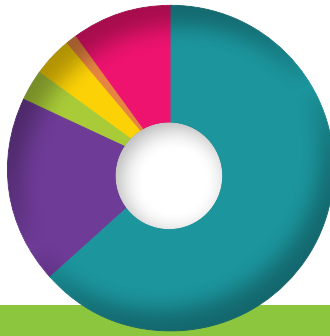
**TOTAL: \$10,369,838.00**



## HEAD START BUDGET VS. ACTUAL EXPENSES



**TOTAL BASE BUDGET: \$8,629,244.00**



**TOTAL BASE BUDGET: \$8,629,244.00**

## MOST RECENT FINANCIAL AUDIT



"We have audited the accompanying financial statements of Child Development Centers, Inc., which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Child Development Centers, Inc. as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

In accordance with Government Auditing Standards, we have also issued our report dated December 15, 2020, on our consideration of Child Development Centers, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters.

As part of obtaining reasonable assurance about whether Child Development Centers, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards."

To view the full Audit Report please contact Child Development Centers, Inc. Financial Office at 814-670-0838.



A close-up photograph of a young child with dark hair and bangs, smiling warmly. The image is overlaid with a semi-transparent purple filter. A dark purple rectangular box is positioned across the middle of the image, containing the word 'PROFESSIONALISM' in white, uppercase, sans-serif font. Below this box, a solid purple horizontal band contains the text 'CDC FOCUSES ON EMPLOYEE EXPERTISE' in white, uppercase, sans-serif font. The bottom left corner of the page shows the number '18' in white.

# PROFESSIONALISM

**CDC FOCUSES ON  
EMPLOYEE EXPERTISE**





As CDC's tenacious employees embrace continuous learning and self-improvement, they remain invested in its mission of 'Educating Children to Succeed.' Their commitment to consistently embody service to others demonstrates integrity and allows them to build healthy relationships in their working environment.



## CC uses developmentally-appropriate practice

- This means teaching in ways that match the way children develop and learn so as to promote their optimal development and learning.
- Teachers like you make decisions about instruction based on:
  1. child development and how children learn
  2. the individual strengths, needs and interests of each child
  3. the cultures of each child's family and community

# PROFESSIONAL DEVELOPMENT

Child Development Centers, Inc. utilizes the Learning Management System (LMS) to provide professional development courses and trainings for staff. These resources range from career-specific trainings to lessons in customer service, bus and center safety modules, and CDC policy refresher courses.

**36** New LMS Courses Created From July 2020 - June 2021  
Bringing the total number of courses created to 96 since 2019

**380** Active CDC Users on LMS  
Divided into 23 teams (based on locations or departments)

## TOP 5 COURSES

- CACFP Guidelines
- Active Supervision
- Infectious Disease/Pandemic Protocol
- Emergency Plan Training
- Bus Safety



Future plans for LMS trainings focus on more learning opportunities about

- Whole Child Well-Being
- School-Age Learners
- Creative Curriculum Fidelity
- Workers Comp Related to specific jobs

CDC currently employs

**370**

full-time staff members  
organization wide.



# ORGANIZATIONAL DEVELOPMENT

In an effort for continuous improvement at an organizational level, Child Development Centers, Inc. has partnered with Studer Education to help us explore more communicative opportunities with employees. In the past year, CDC has successfully begun to implement initiatives such as 30 & 90 Day Rounding, Supervisor Rounding and Leadership Development Institutes.

## 30 & 90 Day Rounding

Every new employee has a rounding session with the Director of Organizational Development at both 30 and 90 days from their hire date. These conversations provide new employees with two separate opportunities to sit down with a member of administration within their first three months of employment to build employee engagement, solve issues, make quality improvements and reduce employee turnover. Improvement data from each rounding session is tracked and reviewed weekly during Human Resource meetings.

Items that have been addressed so far from feedback:

- Payroll
- LMS Logins
- Tuition Assistance Programs
- Benefit Information
- Classroom Behavioral Support

## Supervisor Rounding

Every employee has a rounding session with his or her supervisor every 90 days. During this session they ask for specific feedback on a targeted quality improvement item. The purpose of this rounding is similar to the 30 & 90 day rounding. Employee feedback that is collected by supervisors is placed on a spotlight report which is located on a digital display board near each center's timeclock. These reports inform employees of the progress that is being made regarding their rounding feedback.

## Leadership Development Institutes

CDC began implementing Leadership Development Institutes at the end of the fiscal year. These provided professional development to Center Directors in an effort to continue to invest in an important group and train them to be effective administrative leaders.

## 2021-2022 Goals

- Establish 60 Day Quality Improvement Cycles
- Improve processes with engagement/satisfaction surveys
- Implement Education Advisory Committee
- Provide fall and spring Leadership Development Institute



# EMPLOYEE RETENTION

Child Development Centers, Inc. values having qualified staff throughout our organization. We have developed a formal Staff Recruitment and Retention Plan that outlines the efforts we make to maintain a well-rounded and educated set of employees. Updates to this plan for the 2021 fiscal year included dedicated benefit coaches through GIS to help with enrollment and benefit changes/questions and an app, Benefit Spot, which showcases benefits and gives easy access to information. The plan also includes:

- **Benefit Time**
- **Nine Paid Holidays**
- **Health Insurance**
- **Free Vision/Dental Coverage**
- **Life Insurance**
- **Competitive 401K Plan**
- **Bereavement**
- **Jury Duty Compensation**
- **Family and Medical Leave (FMLA)**
- **Referral Incentive**
- **Employee Discounts through LifeMart**
- **Lunch Supplied to Center Staff**





EXCELLENCE

CDC IS THE BEST





With a strong focus on nurturing the whole child, CDC demonstrates expertise in early childhood education and development. In remaining committed to being a place where all people thrive, CDC defines exemplary service to children, families, and staff, consistently going above and beyond their expectations.





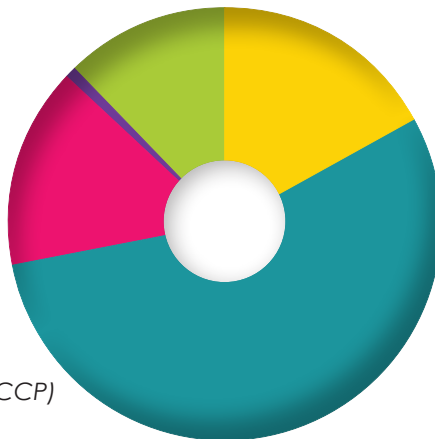
# FINANCIAL SUMMARY - FY 21

Comprised of highly experienced and detail-oriented professionals, CDC's Finance Team strictly adheres to our annual budgets and effectively manages our revenue and expenses to enable the continuance of our vital services within each community we serve.

## FUNDING SOURCES

Total Revenue: \$25,649,277.70

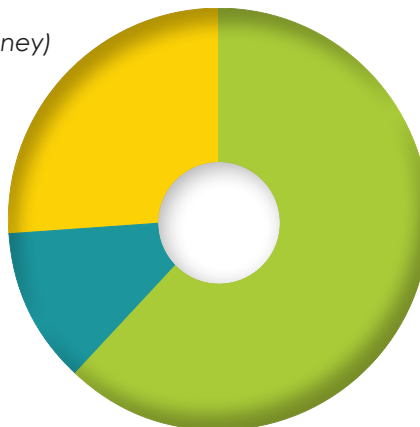
- **Tuition** (Subsidy included)  
\$4,291,521.29
- **Federal** (CACFP, Head Start)  
\$14,223,003.71
- **State** (Pre-K Counts, HSSAP, ITCS, EHS-CCP)  
\$3,992,186.57
- **Local** (ETC, Outer Limits, Private Foundations & other local donations)  
\$131,230.43
- **Other** (Includes state pass through money)  
\$3,011,335.70



## OPERATING EXPENSES

Total Revenue: \$22,927,522.08

- **Wages**  
\$14,087,031.13
- **Benefits**  
\$2,798,318.10
- **Other**  
\$6,042,172.82





# FUTURE GROWTH/EXPANSION

CDC's continuous expansion can be attributed to its dedicated employees who share a cohesive focus on student achievement, safety, professionalism, and excellence. The new Downtown Child Development Center, located at 121 East 10th Street, will open its doors next year to serve more children in the Erie community. This newly constructed center will offer tuition-based enrollments at a convenient location for working families while promoting new job opportunities in the area.

With excellence as one of CDC's core values, we strive to be the very best in care and education. It is only through our tenacious employees that we successfully advance our mission of 'Educating Children to Succeed.' To ensure that our employees are thriving in their roles, we plan to expand our strategies to encourage and obtain employee feedback.

Our growing partnership with Studer Education will continuously enable us to explore more communicative



opportunities with employees in order to further improve our programs and operations. For example, our recently incorporated rounding cycles that occur every 90 days allow us to gain vital information from employees. During upcoming rounding cycles, supervisors will meet with each employee to discuss their experience and then utilize this information to address concerns, supply necessary resources, and incorporate new ideas.

As CDC remains committed to being a place where all people thrive, we will also increase our engagement with employees through periodic surveys and monthly committee meetings. Our employee engagement surveys have been designed to allow employees to anonymously provide feedback regarding their experience in their specific role.

Our Education Advisory Committee, comprised of our CEO Rina Irwin and nominated committee members from each center, offers employees a monthly opportunity to provide feedback on specific topics regarding student achievement and assist in making decisions that reflect best practices for children and an increased satisfaction level with employees. While this committee currently serves Venango County, we plan to expand this program for our employees in Crawford and Erie counties as well.

Recently, we also began offering opportunities for employees to nominate one coworker per week whom they feel deserves recognition for exemplifying CDC's core values in their work. Each nominated employee will receive a handwritten thank-you note from Rina to recognize their professionalism and dedication to our mission.

As CDC's continued success and strong desire to serve more children demands, expansion remains a priority for our organization. CDC's ability to grow while upholding its essential core values in each operation will inevitably lead to further success. As CDC reaches more families, more children build a stable educational foundation that will equip them with vital skills and a love for learning throughout their academic journey.

## 2020-2021 FUNDED PROJECTS

### **Learning/Literacy Materials for East End Head Start Center & Willow CDC**

*Funds provided by: Crawford Heritage Community Foundation  
Ainsworth Educational Fund*

### **Building/Facilities Upgrades at Oil City, Hasson Heights, Franklin, Franklin School-Age and Cranberry Centers**

*Funds provided by: PNC Charitable Trusts:  
Samuel Justus Charitable Trust*

### **Preschool Playground Upgrades at Willow CDC**

*Funds provided by: Dr. & Mrs. Arthur William Phillips Charitable Trust*

### **Preschool Literacy Project at Gilson CDC**

*Funds provided by: Wabtec Foundation*



# 2020-2021 DONORS

**THANK YOU donors, companies and funders who make quality education, state-of-the-art facilities and shaping the future possible at Child Development Centers, Inc.**

## INDIVIDUAL DONORS

Jim & Janet Aaron	Josh Crosmun	Valerie Martin	Melanie & Steve Steider
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Carol Courtney	John & Linda Litzinger	Mark Snavelly	
Bobbie Jo Crose	Brittney Lunger	Tammy & William Snyder	
	Sheryl & Mark Manuel		

## MEMORIAL GIFTS

**Frank Barnes**  
*Rina Irwin*

**Tyler Culp**  
*Joe Irwin*

**Gerald DiBello**  
*Mary Potter*

**Freya DiNunzio, Granddaughter**  
*Shelly M. Graves*

**Family**  
*Anonymous*

**Mildred Fenner**  
*Jessica Bawol*

**Dorothy Ferringier**  
*Rebecca Sanchez*

**Karen Fischer**  
*Traci McVay*





Child Development Centers, Inc. (CDC) is registered as a 501(c)(3) non-profit organization. Contributions to CDC are tax-deductible to the extent permitted by law.

The official registration and financial information of Child Development Centers, Inc. may be obtained from the Pennsylvania Department of State by calling toll-free within Pennsylvania, 1-800-732-0999. Registration does not imply endorsement.

Child Development Centers, Inc. Tax ID No.: 25-1198158

**Barb Hogue**

Allison Bialo

**Duane Jones**

Anonymous

**Etta R. Letzelter**

Sherry Reese Letzelter

**Madelon Magnetto & Thelma Wright**

Barry & Sandy Magnetto

**Emily Meehan**

Kelly Bradley

**Walter Purgason, My Grandpa, the best man I ever knew**

Corrina Hartsell

**David Ross, My Brother**

Sheryl Manuel

**Donna Saudarg**

Holland Culver

**Marcia Stewart**

Cynthia Stewart

**Donald & Imogene Steenrod**

Jenelle Tanner

**James Watts & Millie Wible**

Jason Wible

**Dave Winger**

Tammy Snyder

**HONORARY GIFTS**

**Asbury Staff & Children**

Brenda Kauffman

**CDC Family Engagement Specialists**

Christian Porter

**Corbin & Hudson Clark**

Doran Gilhousen

**Family**

Anonymous

**The Wonderful & Dedicated Franklin CDC Staff**

Cynthia G. Smith

**Weller & Ripley Haugh**

Judy Wise

Ramie Wise

**Rina Irwin, Our Mom**

Amber, Haley &

Kellianne Nerlich

**Jon Bon Jovi**

Pam Sampsell

**Nadia Violet Miller**

Anonymous

**Josh, Jake & Cali Sampsell**

John Sampsell

**Pam Sampsell, for years of commitment & hard work at CDC**

Nancy Morrow

**CORPORATE/ ORGANIZATIONAL DONORS**

ABATE of PA, Venango County Chapter

Allegheny Toyota

Barr's Insurance

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**YOU MAKE A DIFFERENCE.**





**CHILD DEVELOPMENT CENTERS, INC.**

STUDENT ACHIEVEMENT | SAFETY | PROFESSIONALISM | EXCELLENCE