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Kenyon College (Cont'd.)
PEAS
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Women's Swimming
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Knox County Board of
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Ohio Children's Trust Fund
Ohio Department of Job &
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Public Libraries of Mount Vernon
and Knox County



In appreciation to **Community Supporters** that help Knox County Head Start strive to offer quality Head Start and child care programs to the community and to nearly 475 children and their families annually.

Our heartfelt thanks....

to the individuals, businesses, and organizations who have contributed cash, goods, and talents in support of our children and their families.

Businesses


Alfred Nickles Bakery, Inc.
American Electric Power
American Legion of Danville
Ariel Corporation Volunteers
Centerburg Fire Department
Community Foundation of
Mt Vernon & Knox County
Dale's Cardinal Market
Danville American Legion
Danville Family Dental

Volunteer Services at Knox County Head Start



For the past several years, The Corporation for Ohio Appalachian Development Foster Grandparent Program has supported our classrooms by placing volunteers with KCHS. During 2012-2013, four volunteers provided 3,350 hours in KCHS' classrooms. This provides valuable service to KCHS classrooms and allows volunteers an opportunity to make a difference in the lives of children as well as to heighten self-esteem for themselves.

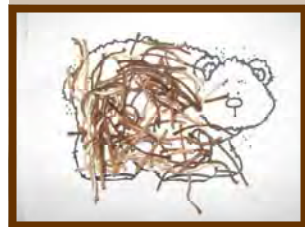
Two individuals served by the Knox County Board of Developmental Disabilities have been assisting as aides in child care classrooms one or two days a week for the past several years. This provides valuable services to KCHS classrooms and individuals have the opportunity to gain work skills, to increase their independence, and be active members of the community.

 Students at the Mount Vernon Academy have provided volunteer hours working on the playgrounds at NHEEC and Northgate Centers.

Kenyon College Athletic teams spent many hours washing and waxing buses; the Delta Kappa Fraternity sponsors the annual Shawn Kelly Memorial Holiday Party for Head Start children and their families; and many students volunteer in classrooms.



All artwork by Head Start preschool students



Knox County Head Start, Inc.
11700 Upper Gilchrist Rd—Suite B
PO Box 1225—Mt Vernon, OH 43050
740-397-1344



Knox County Head Start, Inc. 2012-2013 Annual Report



A National Head Start Center of Excellence

www.knoxheadstart.org

Our Mission

Committed to the future of Knox County and its changing and diverse needs, Knox County Head Start works in partnership with the community to provide quality preschool, child care, and family services. Our purpose is to engage children, families, and staff in reaching their full potential.





Together with parents and families, KCHS employees open doors for children's success in school and in life.



"Programs targeting children from disadvantaged families have the greatest economic and social returns."

-Dr. James Heckman,
Nobel Laureate Economist,
"Exceptional Returns"

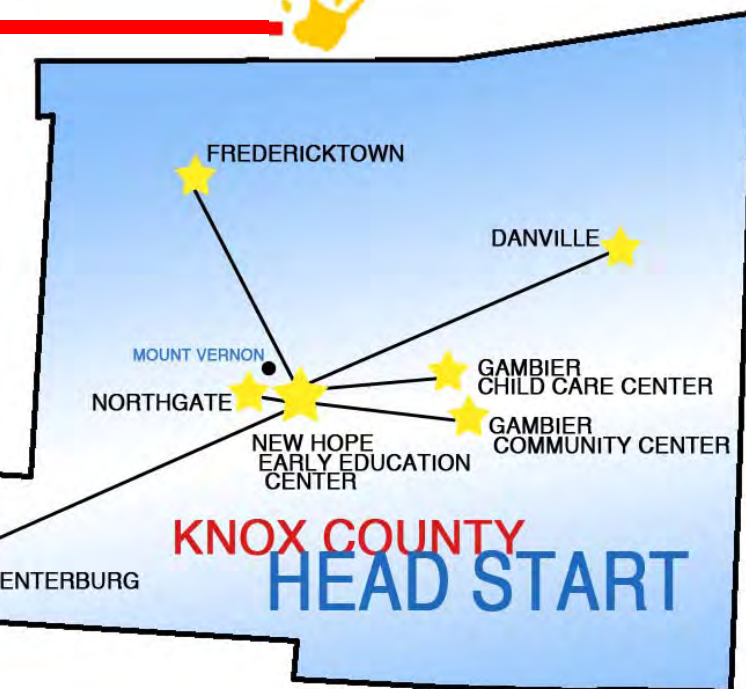
Guiding Values

- We value families, fathers, mothers, and primary caregivers as the first and most important teachers and advocates for their children.
- We strive to make a difference through the education, care, and support of our children, families, and staff by:
 -  Committing to provide quality services
 -  Hiring, training, and retaining competent staff
 -  Providing opportunities for personal and professional growth
 -  Developing and nurturing personal and professional, trusting relationships built on honesty and open communication
 -  Acknowledging and seeking diversity through our program design
 -  Creating and maintaining healthy and productive community partnerships

To learn more about Head Start visit "Head Start Early Childhood Learning and Knowledge Center" at www.eclkc.ohs.acf.hhs.gov and search for "Leading the Way for Families, Children and Communities" video.

Did You Know?

- Knox County Head Start was founded in 1965 as Kokosing Day Care Centers, Inc.
- We are the **largest single provider of early care and education services** in Knox County with **90%** of children qualifying as low-income. Over **265 children** were served in Head Start preschool and **105 children and 11 pregnant moms** in Early Head Start in 2012-2013
- Largest child care provider** since 1998 in full-day programs for **143 children in three centers** (Fredericktown, Gambier & Mount Vernon)
- Operating **8 bus routes**, traveling **482 miles** per day, exceeding **62,631 miles** annually, transporting **160 children**.
- 314 volunteers** provided **1,946 hours** of service



KNOX COUNTY HEAD START

Head Start Monthly Enrollment

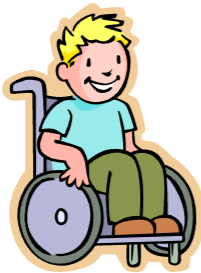


Average monthly enrollment for Knox County Head Start was 100% of funded enrollment, translating to **216 Head Start preschool children** and **66 Early Head Start pregnant moms, infants and toddlers** served each month at KCHS!

According to a 2011-2012 census of preschool-age children in Knox County, approximately 482 were Head Start eligible. The census indicated 437 of these children attended a preschool while an estimated 45 were not enrolled in any preschool.

Services to Children with Identified Disabilities

Knox County Head Start collaborates with partner agencies, including the **Help Me Grow** program and **Early Intervention** with the **Knox County Board of Developmental Disabilities**, and with two local education agencies, **Knox County Education-**



al Service Center and **Mount Vernon City Schools**, to provide special education services to children with disabilities. As such, many children were able to receive special services for their individual, identified disabilities. In 2012-2013, services to Knox County Head Start children with identified disabilities included:

- **42 (15.8%) children in Head Start** received special education services under an Individualized Education Plan (IEP),
- **20 children** entered the school year with an IEP and 22 of the 41 children referred for evaluation qualified for an IEP.
- **10 infants & toddlers** received services under an Individualized Family Service Plan

Number of Children Served by KCHS

August 1, 2012 - July 31, 2013

Head Start 265
 Early Head Start 101
 EHS Pregnant Moms 15
 Child Care 100
481

Over **118,814** breakfasts, lunches, snacks, and dinners were served to children and their families!

(IFSP).

KCHS held **20 parent events** this year. **88%** (315) of enrolled children and their families attended at least one event. Total attendance: **2,898!**

Child Health Services

are designed to ensure children receive age-appropriate screenings, follow up for health & dental concerns when needed, and are healthy and ready for success in school.



Medical Screenings (Physicals)

- **366 (100%)** children (EHS & Preschool-Age) received an annual physical and all medical screenings, including hearing, vision, lead, and hemoglobin
- **71 (19.4%)** children needed medical follow-up
- **69 (97.2%)** children received medical follow-up

Dental Services (Infants not included)

- **315 (92.5% preschoolers)** children received a dental exam
- **41** children needed follow-up
- **32 (78%)** children received follow-up



Developmental Screenings

- **366 (100%)** children received developmental screenings
- **54** children were referred for further Evaluation (41 HS & 13 in EHS)
- **42** children in Head Start preschool received disability services on an IEP
- **10 Early Head Start** infants/toddlers received disability services on an IFSP.



Immunization Services (EHS & Preschool Age)

- **256 (69.9%)** children are categorized as up-to-date on their required immunizations
- **110 (30.1%)** children are categorized as in-progress, having received all possible shots for their age group
- **4 children** meet Ohio's guidelines for exemption from immunization



Mental Health Services

KCHS' Child Mental Health Coordinator partners with Behavioral Health Partners of Central Ohio to provide *Jump Start* services for children exhibiting ongoing, challenging behaviors at home and/or in the classroom. Our goal is to provide effective interventions at as early an age as possible.

- **67 parents** were provided with consultations about their child's behavioral or mental health.
- **29 (43.3%) children** received mental health services.



| REVENUE BY FUNDING SOURCE AUGUST 1, 2012 - JULY 31, 2013 | |
|---|--------------------|
| FEDERAL HEAD START | \$1,603,678 |
| FEDERAL EARLY HEAD START | \$812,944 |
| FEDERAL EHS ARRA | \$28,153 |
| FEDERAL CENTER OF EXCELLENCE | \$212,546 |
| USDA | \$149,623 |
| STEP UP TO QUALITY | \$56,750 |
| CHILD CARE REVENUE | \$653,187 |
| UNITED WAY OF KNOX COUNTY | \$78,873 |
| INTEREST INCOME | \$794 |
| LOCAL FUNDING/ REVENUE | \$24,256 |
| IN-KIND | \$704,078 |
| RESTRICTED NET ASSETS | \$82,224 |
| TOTAL FUNDING | \$4,407,106 |

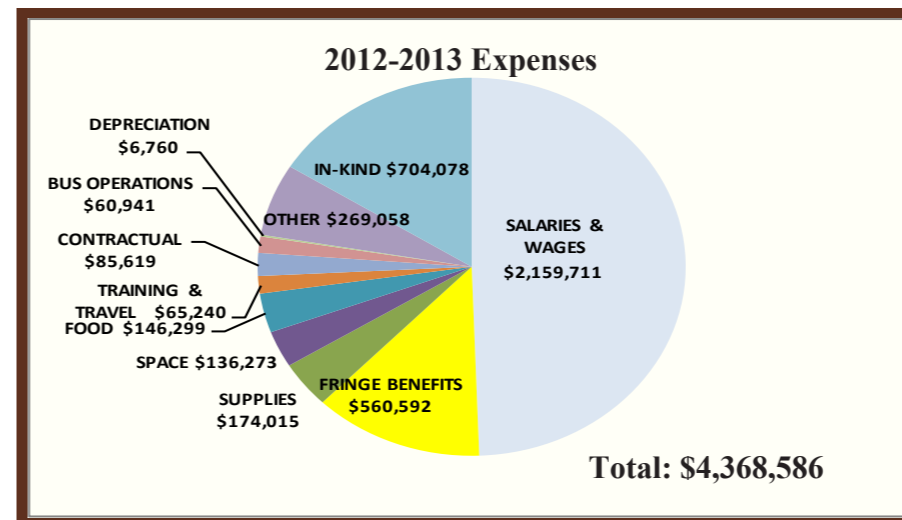
Knox County Head Start and our local community benefit from federal funding to support Head Start services to 216 children and families and Early Head Start services for 66 pregnant mothers, infants, toddlers, and their families. (Funding is based on available slots; the actual number of children and pregnant moms served in these programs last year was 381). The current funding year includes a 5.27% decrease due to Federal sequestration reductions in the Federal Head Start, Early Head Start and Center of Excellence grants.

Carryover funds from the Early Head Start ARRA program enabled completion of a renovation project at the Fredericktown Head Start and Child Care Center in

the fall of 2012. This project included updating electrical, heating and cooling systems for four classrooms and offices that house interior gross motor space for infants, toddlers, and preschoolers, as well as meeting, training and storage space.

KCHS completed the third year of the five-year National Head Start Center of Excellence grant which was funded from September 30, 2012 to September 29, 2013 for \$200,000. The fourth year of the five-year grant was reduced by the 5.27% sequestration cuts for 2013-2014. This grant provides for further implementation of Conscious Discipline® in KCHS classrooms; increased partnerships with Knox County schools, social service agencies, and mental health agencies, including Head Start teacher participation in the Mount Vernon City Schools Kindergarten Camps and Conscious Discipline® teacher education opportunities; to increase Conscious Parenting trainings; and to share lessons learned with the larger Head Start and early childhood community.

The United Way grant operates on a calendar year providing support for Head Start and Early Head Start programs including partial funding for a Child Mental Health Consultant; a Health Services Specialist to support required medical, dental, vision and physical development screenings/follow up and parent education; and funds 16 parent training sessions annually.



*Other expenses include: volunteer costs; parent services; accounting and legal services; publications/advertising/printing; training and staff development (including college coursework); and insurances (bonding, directors' and officers' liability, and general liability).

The support provided by of local grants is greatly appreciated and recognized as important to KCHS in providing quality services to children and families in Knox County. 2012-2013 grants included:

The United Way of Knox County provided significant funding for Head Start and Early Head Start programs and parent trainings. This funding is an important part of the required 25% local match of federal funding.



The Energy Cooperative Operation Round Up Foundation, Inc. provided funding for entry door security controls for Fredericktown and Danville Centers.



The Ohio Children's Trust Fund, operating through the Knox County Family and Children First Council, supported parent training for the parents of elementary school age children.



The Harcourt Parish Episcopal Church 2012 Rummage Sale provided partial funding for a spaghetti dinner for 554 children and their families at the Shawn Kelly Memorial Holiday Party held in Gund Commons in partnership with the Kenyon College Delta Kappa Epsilon Fraternity on November 28 and 29, 2012.

2013-2014 Federal Head Start Budgets

Total Budgets: \$3,201,224

| | Head Start Preschool | Early Head Start | Center of Excellence |
|--------------------------------|-------------------------|---------------------|-------------------------|
| Salaries | \$980,284 | \$454,759 | \$98,641 |
| Fringes | 296,683 | 167,254 | 29,529 |
| Supplies | 38,761 | 23,800 | 3,500 |
| Space | 76,876 | 23,782 | 5,972 |
| Food Supplies | 14,900 | 9,000 | 0 |
| Contracts | 45,481 | 20,851 | 8,280 |
| Training & Travel | 14,169 | 15,231 | 27,804 |
| Bus Operations | 35,740 | 5,500 | 0 |
| Other | 43,838 | 24,602 | 15,734 |
| In-Kind Funds (Local Match) | 386,683 | 186,195 | 47,365 |
| Total Budgets | \$1,933,415 | \$930,974 | \$236,825 |



Research shows that degreed educators committed to continuous learning make a difference in children's lives. The majority of KCHS' teachers and home educators hold associate or bachelor's degree. In the past six years, 17 employees have received their college degrees or an advanced degree. Gambier Center Coordinator, Rachel Flowers received her Associate Degree in Early Childhood Development in 2013.

KCHS teachers continue to exceed the Head Start 2007 standards for classroom quality in terms of education and professional development. All classroom preschool teachers hold a minimum of an associate's degree, with 78.6% of them holding their bachelor or master's degree. All infant/toddler teachers hold a minimum of a Child Development Associate (CDA) credential. Fifty percent (50%) hold a bachelor's degree and 30% hold an associate's degree

KCHS observes and assesses teacher performance throughout the program year, in particular assessing the quality of teacher-child interactions. KCHS' Center of Excellence funding has enabled the program to enhance teacher mentoring in support of creating a high-quality learning environment in which purposeful interactions with children support learning. Assessors complete the Classroom Assessment Scoring System (CLASS) twice a year in each preschool classroom to illustrate growth in teacher performance. CLASS Scores range from 1-7, with 7 being the highest possible score. The tool looks at 10 dimensions, including language modeling, positive climate, teacher support, productivity, and concept development. These dimensions are grouped into overall domains of Emotional Support, Classroom Organization, and Instructional Support. The chart on the right includes CLASS scores as assessed by the Federal Review Team in December 2012, and comparison scores with national averages of Head Start programs reviewed between 10/2/12 and 9/30/13. KCHS' average teacher scores exceed the national average in Emotional Support and Instructional Support. In the area of Instructional Support, KCHS' domain scores are within the top 10% of the nation.

| CLASS Domain Areas | KCHS Domain Federal Review FY'2013 | Domains Summary National Mean FY'2013 | National Summary Highest 10% FY'2013 |
|------------------------|------------------------------------|---------------------------------------|--------------------------------------|
| Emotional Support | 6.1442 | 5.99 | 6.44 |
| Classroom Organization | 5.5128 | 5.63 | 6.17 |
| Instructional Support | 3.4615 | 2.72 | 3.35 |

POLICY COUNCIL

Centerburg Representative

Carla Sexton

Danville Representative

Jessica Scurlock

Fredericktown Representatives

Tina Cockrell

Rhonda O'Brien

Jerimiah Carpenter (Alternate)

Gambier Representative

Heidi Hartley

New Hope EEC Representatives

Emily Morrison, Chairperson

Margherita Howard

Patricia Dawson

Stephanie Gore, Vice Chairperson

Northgate Representatives

Whitney Bowman

Ashley Kester

Home Base Representatives

Sara Kovacs

Beth Cochran

97 TOTAL EMPLOYEES

Benefited Positions

17 Early Head Start—Full-Time

2 Child Care/HS/EHS/COE

28 Head Start—Part-Time (School Yr)

15 Head Start/Child Care

27 Head Start/EHS/Child Care

Non-Benefited Positions

1 Part-Time Employees

10 Substitutes



Chamber Quality of Life Recipient—Knox County Head Start was honored with the Chamber *Quality of Life Award* in January 2013. The Award is given to a non-profit agency that has enriched the lives of Knox County residents. The Agency was recognized for their services since 1965. The award was accepted on behalf of KCHS staff for their commitment to children and families and quality services.

BOARD OF DIRECTORS

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Chairperson

Chief Business Officer
Kenyon College

Noel Alden, Attorney

Vice-Chairperson

Zelkowitz, Barry & Cullers

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Preschool Field Supervisor
Ashland University

Barbara Wortman

Librarian (Retired)

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Knox Community Hospital

Ellen Robinson

Adviser (Knox Campus)
Central Ohio Technical College

Florence Schermer, RD, LD

Registered Dietitian
CCMH Hospital

James Kousoulas *

Forensic Criminologist (Retired)

Prema R. Samhat

Director, Marketing & Public Relations
Knox Community Hospital

Emily Morrison

Policy Council Representative

*Jim served on the Board of Directors for over 12 years and is sadly missed. He passed away on October 15, 2013.



KCHS Participates with Imagination Library

The United Way of Knox County, in partnership with Dolly Parton's Imagination Library Foundation, Ariel Corporation / Foundation, Community Foundation of Mount Vernon & Knox County, Kiwanis Club of Mount Vernon, Knox County Board of Developmental Disabilities, McDonalds, and other area sponsors, implemented a literacy program for the children of Knox County in April 2010.



In the program, all children in Knox County from ages birth to five years old are eligible to receive a FREE age-appropriate book delivered to their home each month, resulting in 12 books per year (up to 60 books in a child's lifetime eligibility). Once children turn age five, they receive their final book, for example, *Mrs. Bindergarten Goes to Kindergarten*, and graduate from the Imagination Library program.

KCHS' staff make referrals, with parent permission, as soon as possible after entrance into KCHS. In 2013, United Way identified 362 unduplicated referrals from KCHS. KCHS believes participation in the Imagination Library has improved literacy development, with 93% of KCHS kindergartners meeting or exceeding developmental expectations, according to the Spring 2013 assessments.

Knox County Children
Received Approximately
15,788 Books in 2013

Promoting Excellence



Preparing Children for Success in Kindergarten

Knox County Head Start's (KCHS) classrooms implement The Creative Curriculum for Preschool®, The Creative Curriculum for Infants, Toddlers, and Two's®, and the Conscious Discipline® philosophy of "brain smart" classroom management. Supplemental resources include the following: Handwriting Without Tears: Get Set for School, Second Step: Violence Prevention, and Talking About Touching: Personal Safety. KCHS promotes overall wellness, including dental health, good nutrition, and the importance of movement and exercise, with the *Healthy Smiles*, *Color Me Healthy*, and *I Am Moving I Am Learning* programs. Teachers use *The Creative Curriculum's® Objectives for Development and Learning* to track individual child progress and to plan lessons for large and small groups.

As shown in the chart below (left), initial assessments in Teaching Strategies GOLD in Fall 2012 showed a significant percentage of Head Start prekindergarten children entering the school year performing below widely held expectations, most significantly in Math (62%).

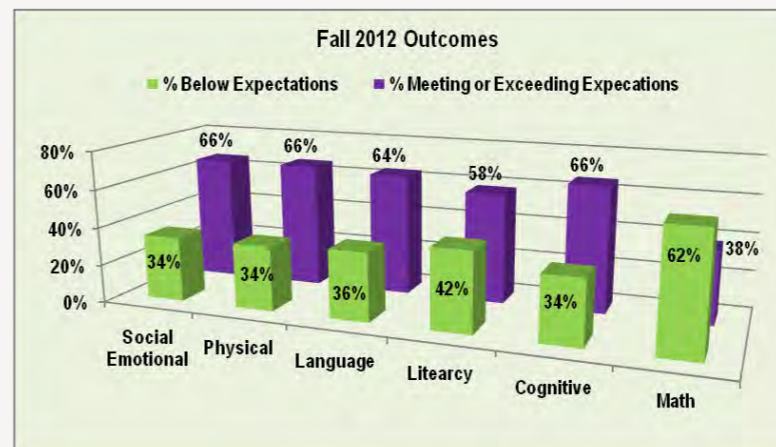
By the end of the school year, in Spring 2013, children improved in math with 15% below expectations, as shown in the chart below (right). KCHS continues to be concerned with school readiness and with

children's progress in math and social-emotional development, particularly for children who have been exposed to trauma in their early years. To build the foundation for math, the Agency provided Early Head Start teachers "High Five Mathematize" training in May 2013. Preschool teachers will be trained in the fall of 2014. In October 2013, preschool teachers and teacher assistants attended a two-day "Emotional Mayhem – Feeling Buddies Curriculum" training in Columbus, OH, a self-regulation curriculum, teaching children steps to help them successfully self-regulate, which is a key life skill.

KCHS supports parents in registering their children for kindergarten, and arranges kindergarten teacher visits or coordinates visits to kindergarten classrooms when possible.

During the 2012-2013 school year, all KCHS preschool teachers completed professional development and testing in the Teaching Strategies GOLD assessment system to achieve inter-rater reliability, ensuring that child observation and assessment reporting is reliable.

To provide a baseline of kindergarten readiness for kindergarten teachers, a kindergarten readiness checklist was completed in May, 2013 for 124 KCHS children transitioning to kindergarten and forwarded to each child's elementary school.



As one of nine out of the initial ten National Head Start programs, Knox County Head Start continues to expand to the local community, the larger Head Start community in Ohio, as well as nationally, during this third year of the five-year program.

The grant provides for enhancing KCHS' classrooms and service delivery, as well as for enhancing the transitions of Head Start children from preschool to kindergarten, through increased opportunities to communicate effective strategies between kindergarten and Head Start teachers,

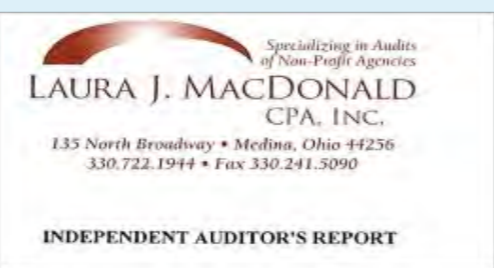
as well as through the partnership with the Mount Vernon City Schools and our staff in assisting with kindergarten camps. The Child Mental Health Coordinator presented "Resiliency for Educators and Front-Line Staff" at the Focus on Youth Initiative on June 20, 2013 at the Mount Vernon Nazarene University for local social services workers and early childhood education staff.

The grant funded two Mount Vernon Elementary School teachers and two mental health professionals from Behavioral Health Partners of Central Ohio along with Head Start staff attendance at a two

-day workshop in Columbus "Self-Regulation: The Key to School Readiness" in September 2013.

Four KCHS educators/coordinator attended a week-long Conscious Discipline® training in Orlando, Florida, during June and July, 2013. KCHS staff provided trainings at the Ohio Head Start June Leadership Conference, the National Head Start Conference in Long Beach, CA, and the Region V Head Start Leadership Conference in Chicago.

KCHS was recognized by the Knox County Chamber of Commerce in January 2013 with the "2013 Quality of Life Award".



In a letter dated October 21, 2013 to the Board of Directors, Laura MacDonald, CPA, wrote that she has audited the Agency's financial statements for year ended July 31, 2013. The audit was conducted for the purpose of forming an opinion on the financial statements of Knox County Head Start, Inc. taken as a whole. The audit was conducted in accordance with standards generally accepted in the USA and the standards applicable to financial audits contained in *Government Auditing Standards issued by the US Comptroller General*. In her opinion, the financial statements referred to above present fairly, in all material respects, the financial position of KCHS as of July 31, 2013 and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the US. The Board approved the final audit document on 11/8/2013.



Nurturing Potential through Conscious Discipline®

KCHS' implementation of the Conscious Discipline® (CD®) philosophy provides a comprehensive and holistic approach to child and family mental health, improves classroom management, and gives staff and parents tools to promote healthy behaviors. KCHS' approach to CD® begins at the leadership and service-area levels. It is incorporated into classrooms and transportation operations and guides mental health services and parenting trainings.

KCHS embraced CD® in response to the repeated results of community assessments, self assessments, and employee and parent surveys identifying a critical need for supports for behavioral and classroom management.

A central tenet of the CD® philosophy revolves around adults taking responsibility for their own behavior — learning to discipline themselves first and their children second. This helps adults to best model appropriate behavior for children and to be the person they want the child to be.

Teachers and support staff are trained to intentionally create classroom safety, to develop rituals and structures for creating a

We know that **fathers are important** in the lives of children. This year, **220 Head Start fathers or father figures** participated in family or classroom events.

school family, and to increase the use of movement and music to encourage healthy brain development in young children.

The common language used in CD® and its consistent use is one of the strongest methods of implementing the practices and a significant reason why CD® improves quality at every level. When collaborators work within classrooms, when children transition between centers due to family changes, and when substitute employees move between centers, this common language creates cohesiveness and safety. Everywhere, employees remind each other and students to breathe, to be a STAR (Smile, Take A Deep Breath, and Relax), to recognize that "It is what it is," to assume positive intent when dealing with difficult situations, and to approach conflicts as opportunities to teach.

KCHS conducts at least two six-week Conscious Parenting trainings annually; three two-hour, single-topic trainings for expectant parents and parents of infants/toddlers; and one six-hour "Conscious Couples" training. The charts below detail statistics for the trainings in 2012-2013. KCHS also provided a six-week Active Parenting Now training for parents of elementary school age children. Eleven school districts had parents attend the training that was held in partnership at the YMCA in February-

Working With Our Families

Partnerships

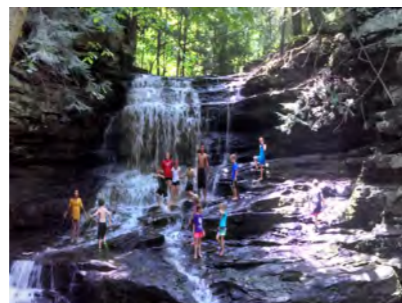
- 327 families were served in Head Start and Early Head Start
- 309 families (94.5%) participated in a family goal setting process, which resulted in an individualized family partnership agreement
- 16 families qualified due to homelessness, with 6 families eventually acquiring housing
- 158 families received WIC services

Referrals

- 234 families (72.42% of families served) received over 570 referrals for community supports
- 199 families (60.9% of families served) were documented to have received at least one successful service from a referral

Summer Camp Program

School agers enjoyed 10 weeks of summer camp at the Gambier Child Care Center with 46 children participating in 1,380 units of camp. Programming included Art, Science, Cooking, Spy, Movie, Nature, Wild West, Team Building/Sportsmanship, and Recycling Weeks. Field trips Included Honey Run Water Falls, Kenyon Science Lab, Velvet Ice Cream, and Columbus Clippers.



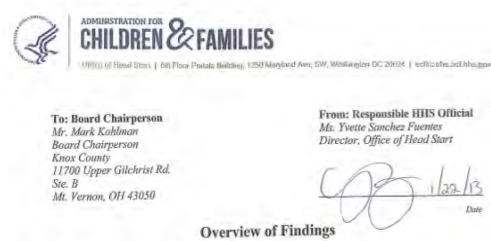
Since 2009-2010, all Knox County Head Start Centers have been annually recognized with Step Up To Quality awards by the Ohio Department of Job and Family Services – Bureau of Child Care and Development for exceeding state licensing standards and providing high-quality early childhood services. During 2012-2013, six of seven centers achieved or maintained the highest rating of three stars and one center maintained two stars.

Three Star Centers:

Centerburg Center, Danville Legion Center, Fredericktown Head Start and Child Care Center, Gambier Community Center, New Hope Early Education Center, Northgate Center

Two Star Center:

Gambier Child Care Center



From 12/9/2012 to 12/14/2012, the Administration for Children and Families (ACF) conducted an on-site monitoring review of the Knox County Head Start and Early Head Start programs. The Director, Office of Head Start wrote, "Based on the information gathered during the review, it was determined that your Head Start and Early Head Start programs are in compliance with all applicable Head Start Program Performance Standards, laws, regulations, and policy requirements. Accordingly, no corrective action is required at this time." The CLASS Domain Areas were assessed by the Federal Review Team and those scores are included in this Annual Report. The following Areas of Strength were identified by the Federal Review team:

"Management Systems in the area of community partnerships, which directly benefited children and families, as well as in the implementation of the Conscious Discipline philosophy, for which the program was awarded a Center of Excellence designation in 2010." Her letter further identifies the collaboration with Kenyon College's Delta Kappa Epsilon fraternity in providing an annual Christmas event for Head Start and Early Head Start children and families which included food, activities and holiday giving at Kenyon College's Gund Commons, Conscious Parenting trainings and Conscious Discipline® trainings within the community as strengths. "The grantee's use of Conscious Discipline improved Human Resources management; promoted a positive approach to employee training, performance management, and discipline; and ultimately reduced employee turnover." Other areas identified as strengths include the partnership with Behavioral Health Partners and the referrals provided by staff to United Way of Knox County's Dolly Parton Imagination Library.

