



## **Head Start and Early Head Start 2016-2017 Annual Report**

### **MISSION**

*To enhance the development of low-income children 0-5 in supportive partnership with their families and in collaboration with the community through the delivery of education, health, nutrition, mental health and social services.*

### **Head Start and Early Head Start Leadership**

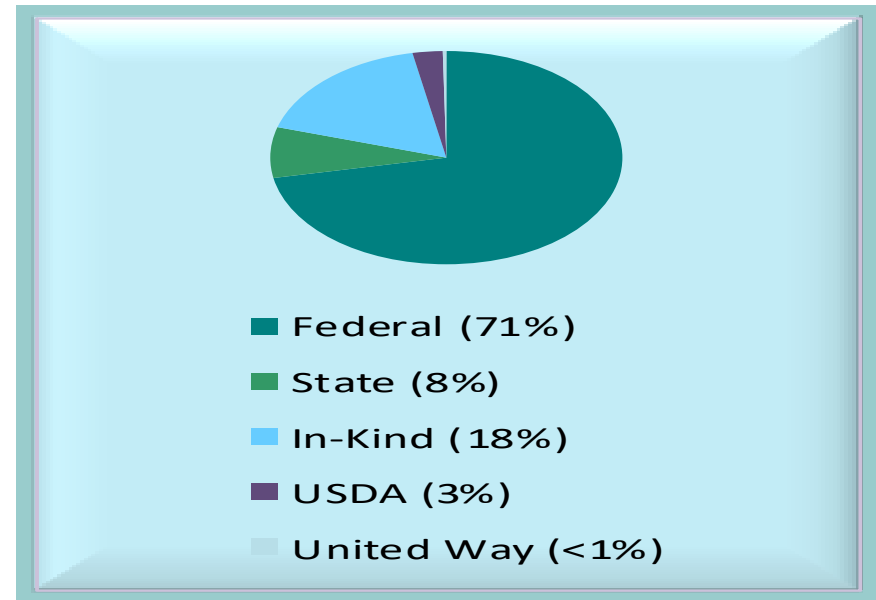
NORWESCAP Executive Director	Terry Newhard
Director	June Zungolo
Assistant Director	Becky Brooking
Child Development Specialist, EHS	Roxanne Doran
Education, Transition & Disability Manager	Robin Vander Groef
Family and Community Partnership Manager	Joan Quirk
Health and Nutrition Manager	Susan Longcor
Transportation Manager	Paula Hammond

## Funding and Budgets

**Program Year September 1, 2016-August 31, 2017**

### 2016-2017 Revenue

Federal Funding:	\$5,848,187.00
In-Kind:	\$1,405,597.00
United Way:	\$ 26,200.00
State:	\$ 623,895.00
USDA:	\$ 224,359.00



### 2016-2017 Budget

Head Start	2016-2017 Budget	2016-2017 Expenditures	Early Head Start	2016-2017 Budget	2016-2017 Expenditures
Personnel/Salaries	\$ 2,037,454.00	\$2,114,899.00	Personnel/Salaries	\$ 1,464,847.00	\$ 1,520,856.00
Fringe	\$ 863,859.00	\$ 707,992.00	Fringe	\$ 593,693.00	\$ 563,495.00
Travel	\$ 6,755.00	\$ 7,099.00	Travel	\$ 10,336.00	\$ 9,992.00
Equipment	\$ 0.00	\$ 0.00	Equipment	\$ 60,000.00	\$ 60,075.00
Consumable Supplies	\$ 35,854	\$ 42,768.00	Consumable Supplies	\$ 45,375.00	\$ 43,514.00
Contractual	\$ 0.00	\$ 0.00	Contractual	\$ 0.00	\$ 0.00
Facilities/Construction	\$ 0.00	\$ 0.00	Facilities/Construction	\$ 0.00	\$ 0.00
Other	\$ 428,790.00	\$ 469,346.00	Other	\$ 301,224.00	\$ 308,151.00

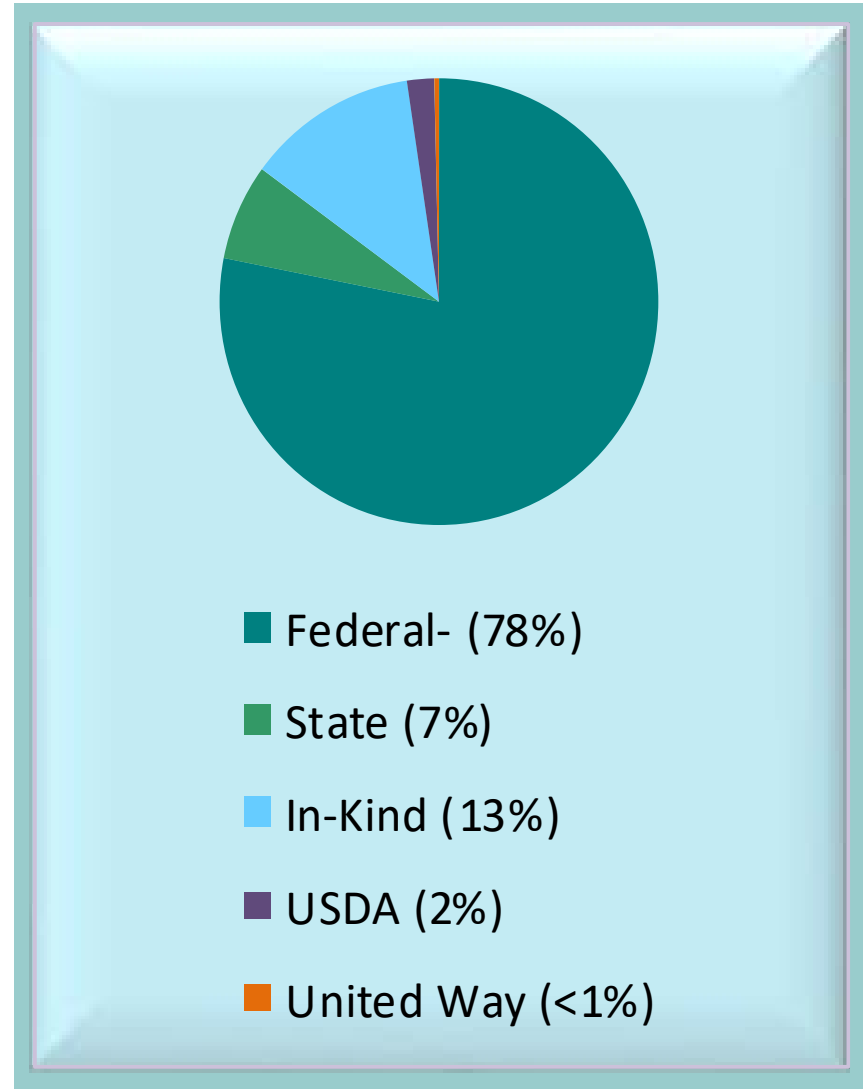
## 2017-2018 Budget

### Head Start

Personnel/Salaries	\$ 1,960,497.00
Fringe	\$ 790,367.00
Travel	\$ 4,516.00
Equipment	\$ 0.00
Consumable Supplies	\$ 39,533.00
Contractual	\$ 190,764.00
Facilities/Constructions	\$ 0.00
Other	\$ 420,461.00

### Early Head Start

Personnel/Salaries	\$ 1,547,031.00
Fringe	\$ 617,558.00
Travel	\$ 9,032.00
Equipment	\$ 0.00
Consumable Supplies	\$ 25,718.00
Contractual	\$ 135,335.00
Facilities/Constructions	\$ 0.00
Other	\$ 309,766.00



The results of the most recent Audit may be found at [http://norwescap.org/resources\\_annualreport.php](http://norwescap.org/resources_annualreport.php)

## Program Enrollment

Program	Funded Enrollment	Cumulative Enrollment	Categorically Eligible	Families Served
Head Start	305	345	94%	321
Early Head Start	193	246	98%	198

 *Estimated percentage of eligible children in catchment areas served: 37% Head Start, 10% of Early Head Start*

Month	Head Start		Early Head Start	
	Enrolled	% of Funded Enrollment	Enrolled	% of Funded Enrollment
September 2016	296	97%	193	100%
October 2016	296	97%	193	100%
November 2016	296	97%	193	100%
December 2016	303	99%	193	100%
January 2017	302	99%	193	100%
February 2017	300	98%	193	100%
March 2017	297	97%	193	100%
April 2017	297	97%	193	100%
May 2017	298	98%	193	100%
June 2017	18*	6%	193	100%
July 2017	18*	6%	193	100%
August 2017	18*	6%	193	100%

\*Head Start center-based ended in June

## Program Monitoring

During the 2016-2017, the Administration for Children and Families (ACF) did not conduct a review. However, from June 6 to June 7, 2016 (2015-2016 program year), the Administration for Children and Families (ACF) conducted the following review:

Leadership/Governance/Management Systems review event for Northwest New Jersey Community Action Program, Inc.  
Head Start and Early Head Start programs

Based on the information gathered during this review event, the Head Start and Early Head Start program were found to be out of compliance with 4.1 of the Head Start Act.

### 4.1 Head Start Act

#### Sec.641A. Standards; Monitoring of Head Start Agencies and Programs

##### (g) Self Assessments-

**(3) ONGOING MONITORING-** Each Head Start agency (including each Early Head Start agency) and each delegate agency shall establish and implement procedures for the ongoing monitoring of their respective programs, to ensure that the operation of the programs work toward meeting program goals and objectives and standards described in subsection (a) (1).

**Noncompliance:** Breakdown in the ongoing monitoring

**Corrective Action:** All ongoing monitoring tools were updated to reflect changes in procedures. Manager site visits include ongoing monitoring of the service area, bus observation checklists and classroom observation checklists to ensure continuity of supervision. The Ongoing Monitoring Plan includes the list of ongoing monitoring tools, responsible party and the frequency in which the events occur. In addition, all credit card statements are available for review at Policy Council meetings.

## Child Health Services

Program Information Report Indicator	Head Start	HS %	Early Head Start	EHS %
Children up to date on schedule of EPSDT at end of year	343	99%	227	92%
Of the above, children with chronic health condition needing treatment	20	6%	6	3%
Of the above children, number who received treatment	20	100%	6	100%
Preschool children who completed a professional dental exam	301	98%		
Of the above children, number who needed treatment	95	32%		
Of the children needing treatment, number who received it	75	79%		
Children with health insurance (end of program year)	342	99%	226	92%
Children with a medical home (end of program year)	345	100%	227	92%
Children up to date on immunizations (end of program year)	343	99%	221	90%
Children with a dental home (end of year)	340	98%	199	81%

## Child Disability Services

Performance Indicator	Head Start	Early Head Start
Cumulative Child Enrollment	345	246
Number of Children with IEP/IFPS	38	36
Of these, the number who were determined to receive early intervention services:		
Prior to enrollment	23	17
During this program year	15	19
Percentage of Enrollment	11%	15%

## Parent, Family Community Engagement

Families play a critical role in Head Start and Early Head Start. NORWESCAP Head Start and Early Head Start have an established Policy Council through which parents participate in making decisions about their Head Start program. The Policy Council plays an active role in developing program policies, making decisions with regard to the hiring and terminating of staff, developing the budget and determining program priorities. A Parent Association Committee (PAC) is established at each center and is made up of all of the parents of currently enrolled children. Parents are surveyed for the types of activities or workshops in which they would like to be involved as PAC. Parents develop leadership skills and experiences as they take on the planning and development of these activities and services. Special events, such as those listed below, were planned by parents and staff:

- |                           |                              |                        |                    |
|---------------------------|------------------------------|------------------------|--------------------|
| Book Fairs                | Dental Hygiene Presentations | Educational Workshops  | Rummage Sales      |
| Arts & Crafts             | Family Picnics               | Ice Cream Socials      | Music for Learning |
| Parent Recognition Events |                              | Emergency Preparedness |                    |

Parents had the opportunity to participate in special presentations addressing parent-selected topics such as Child Abuse Prevention, Domestic Violence, and Lead Awareness.

### Father Engagement

Performance Indicator	Head Start	Early Head Start
Number of fathers/father figures who were engaged in the following activities this program year:		
Family assessment	26	23
Family goal setting	31	27
Involvement in child's developmental experiences	139	75
Program governance- Policy Council, PAC	3	2
Parenting education workshops	2	5

## Volunteerism

Performance Indicator	Head Start	Early Head Start
Number of persons providing any volunteer services to the program since last year	422	218
Of these, the number who are current or former Head Start or Early Head Start parents	301	207

NORWESCAP Head Start and Early Head Start is a community-based, parent program, which requires parent participation. Donations of goods or services (in-kind) reflect 20% of the Head Start and Early Head Start budget. Family workers and education staff encourage and invite parents to volunteer in the classroom, kitchen, and office. Parents were encouraged to work on special activities, engaging parents with the program and each other.

- Families volunteered 31,822 hours during the 2016-2017 school year.
- NORWESCAP Head Start and Early Head Start reported \$1,462,047.00 in non-federal/in-kind match.



## Education and School Readiness

The education curriculum is reviewed with families on a regular basis to ensure that parents are involved in assessing the curriculum's effectiveness in meeting the needs and development of each child enrolled in the program. It is the philosophy of NORWESCAP Head Start and Early Head Start that parents are the primary educators of their children. Administrative and center staff recruit parents to become active members of the program and the community.



21% of Early Head Start employees and 21% of Head Start employees are former or current parents.

The curriculum process prepares children for kindergarten. After an initial screening using the Early Screening Inventory, preschool teachers and home visitors individualize their lesson plans by setting goals to meet the needs of each child. For children transitioning to kindergarten this includes skills in the areas of physical health and development, social and emotional development, approaches to learning, logic and reasoning, language development, literacy mathematics, science, creative arts expression, social studies and English language development for dual language learners.

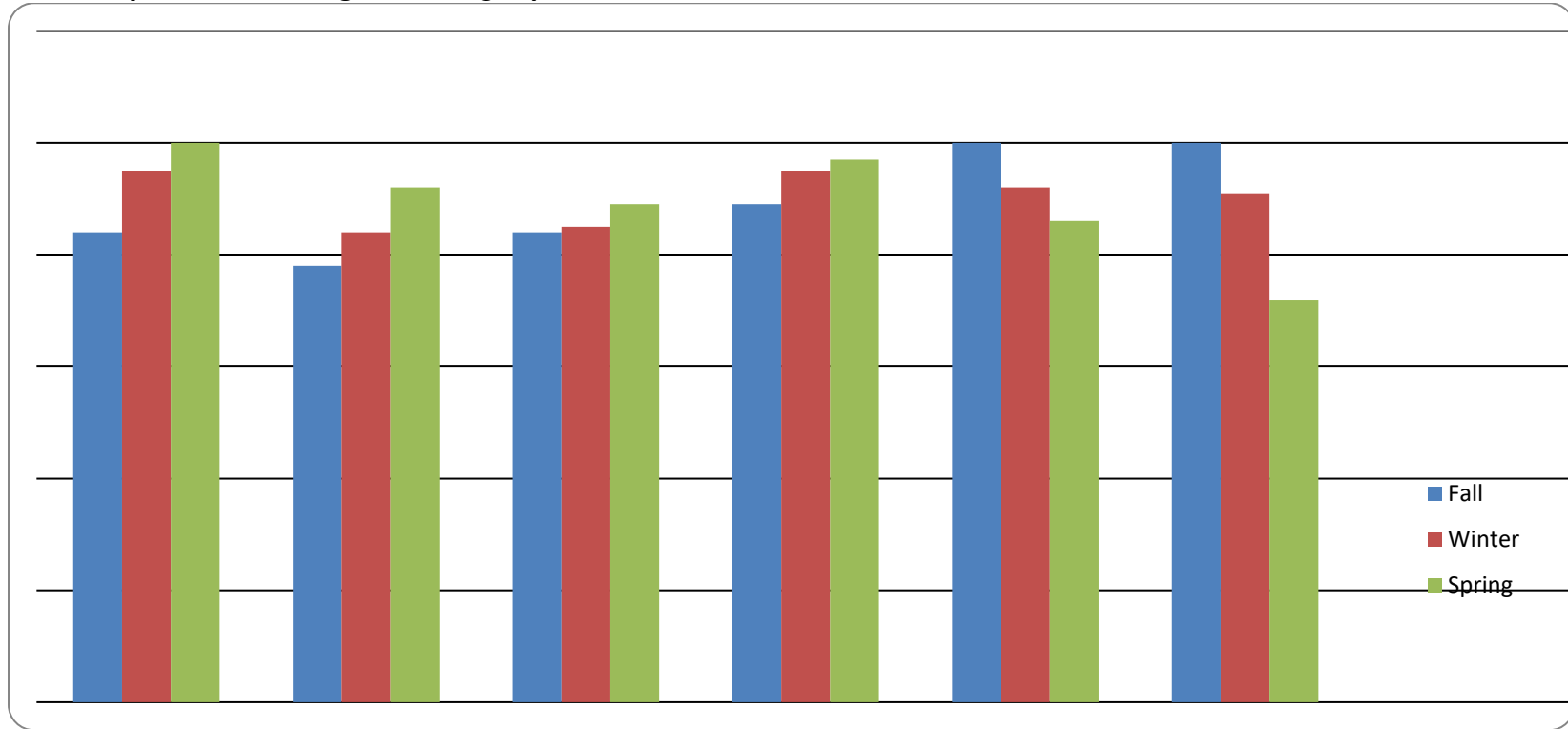


69% of the Early Head Start children and 37% of the Head Start children have a primary language other than English.

Throughout the year, the goals and accomplishments are updated and reviewed with each child's parents. Additional assessments through the year, using Teaching Strategies GOLD, provide the necessary data to determine outcomes and to develop continuous improvement plans. Infants and toddlers individualized development plans are based on the results of Ages and Stages Questionnaire screening and the Teaching Strategies GOLD assessment. Infants and toddlers are being prepared for success in school by thoughtfully planned activities that develop social-emotional, physical, cognitive and language skills while promoting confidence, curiosity, intentionality, self-control, relatedness, capacity to communicate and cooperativeness.

**NORWESCAP Early Head Start  
2016-2017 School Readiness Data**

**Birth to one year olds meeting/exceeding expectations**

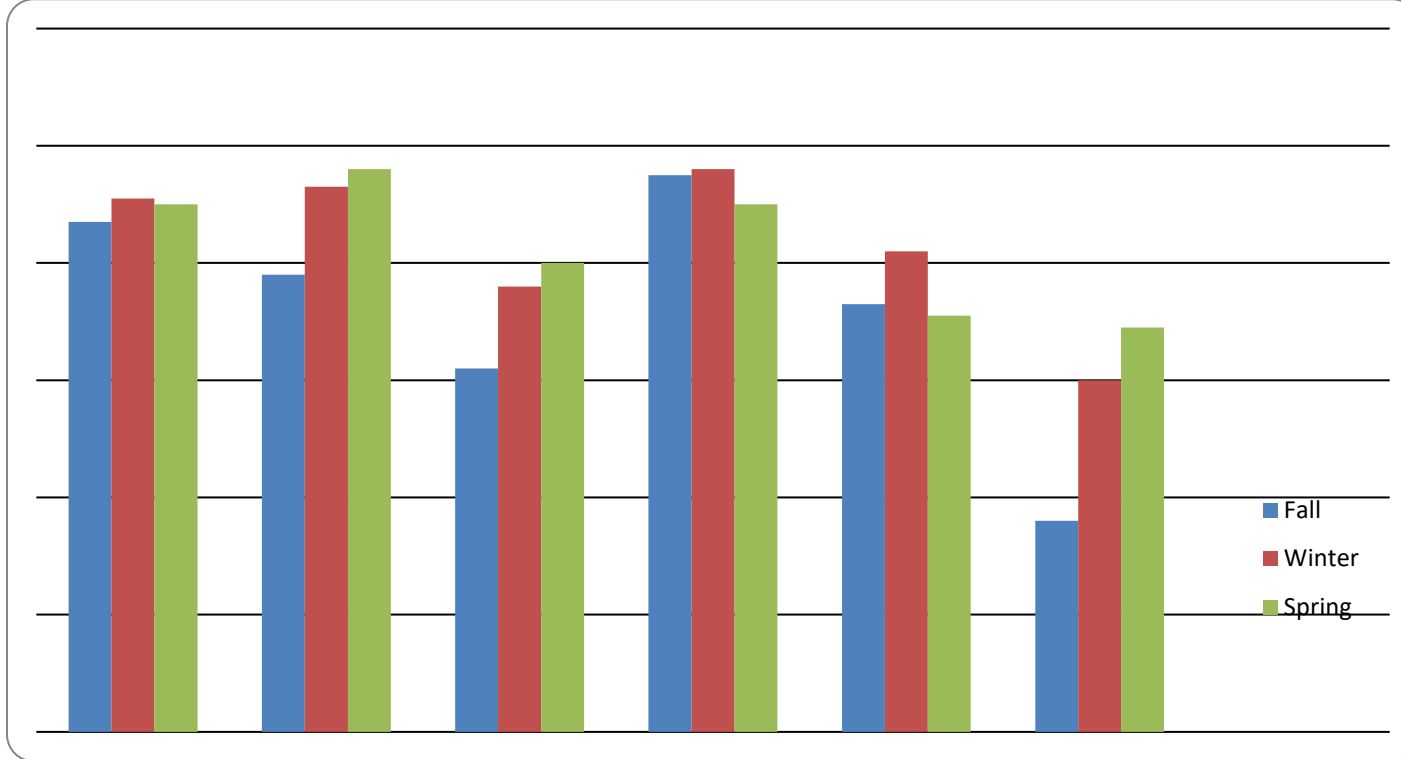


**Birth to one year olds meeting/exceeding expectations (36)**

	<b>Fall</b>	<b>Winter</b>	<b>Spring</b>
Social/Emotional	84%	95%	100%
Physical	78%	84%	92%
Language	84%	85%	89%
Cognitive	89%	95%	97%
Literacy	100%	92%	86%
Mathematics	100%	91%	72%

NORWESCAP Early Head Start  
2016-2017 School Readiness Data

One to two year olds meeting/exceeding expectations

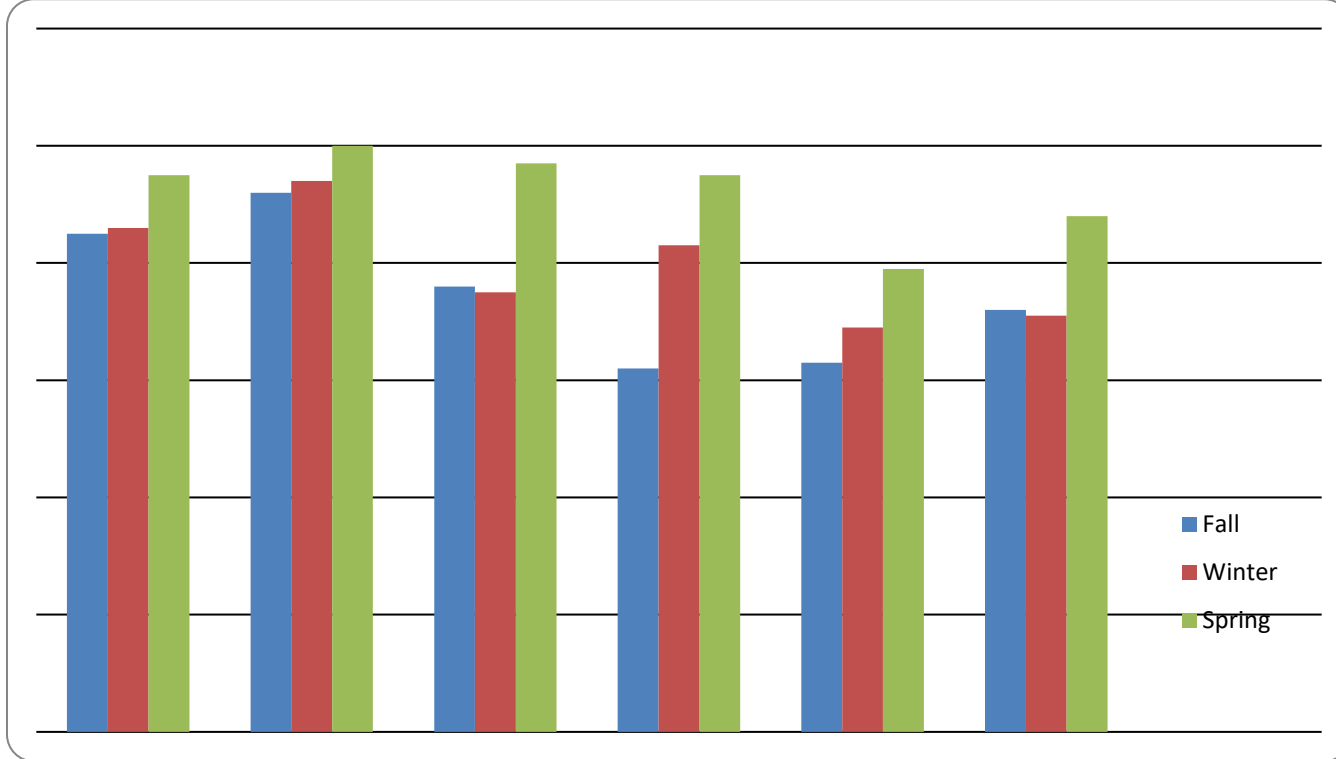


One to two year olds meeting/exceeding expectations (55)

	<b>Fall</b>	<b>Winter</b>	<b>Spring</b>
Social/Emotional	87%	91%	90%
Physical	78%	93%	96%
Language	62%	76%	80%
Cognitive	95%	96%	90%
Literacy	73%	82%	71%
Mathematics	36%	60%	69%

NORWESCAP Early Head Start  
2016-2017 School Readiness Data

Two to three year olds meeting/exceeding expectations

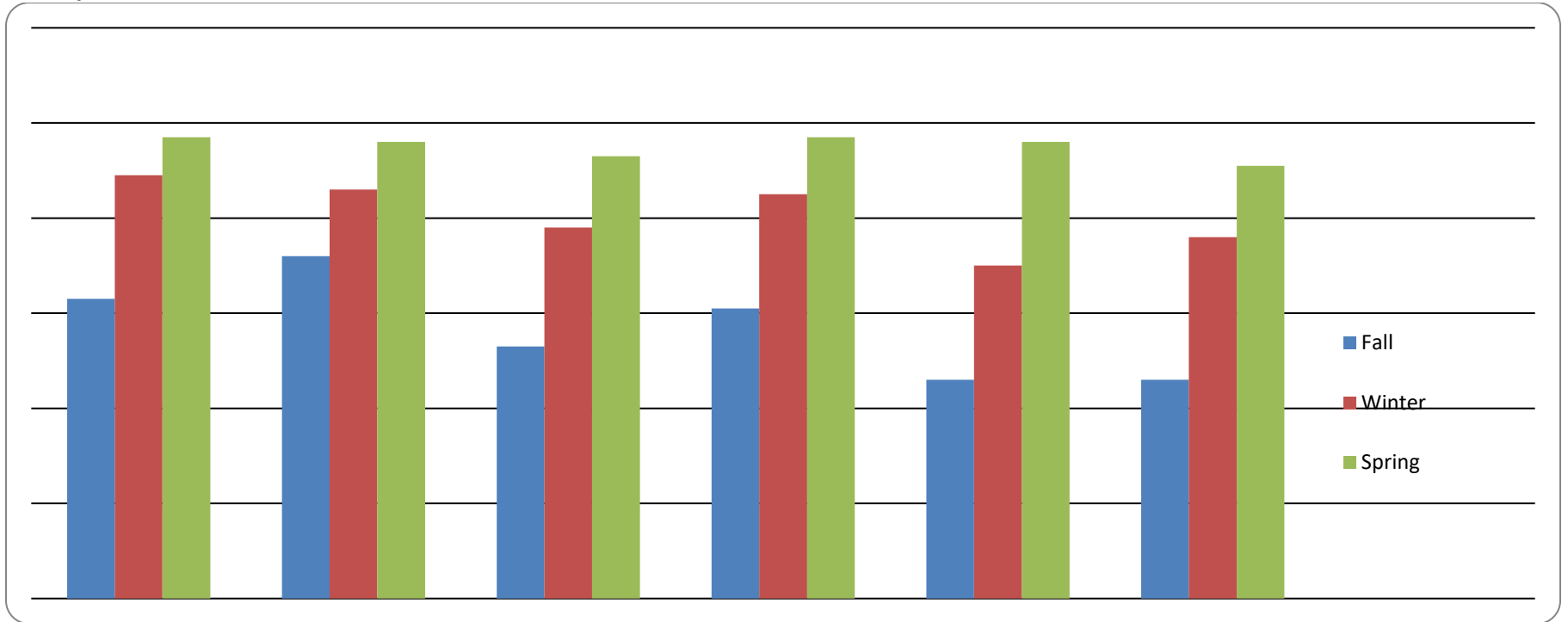


Two to three year olds meeting/exceeding expectations (82)

	<b>Fall</b>	<b>Winter</b>	<b>Spring</b>
Social/Emotional	85%	86%	95%
Physical	92%	94%	100%
Language	76%	75%	97%
Cognitive	62%	83%	98%
Literacy	63%	69%	79%
Mathematics	72%	71%	88%

NORWESCAP Head Start  
 School Readiness Data  
 2016-2017

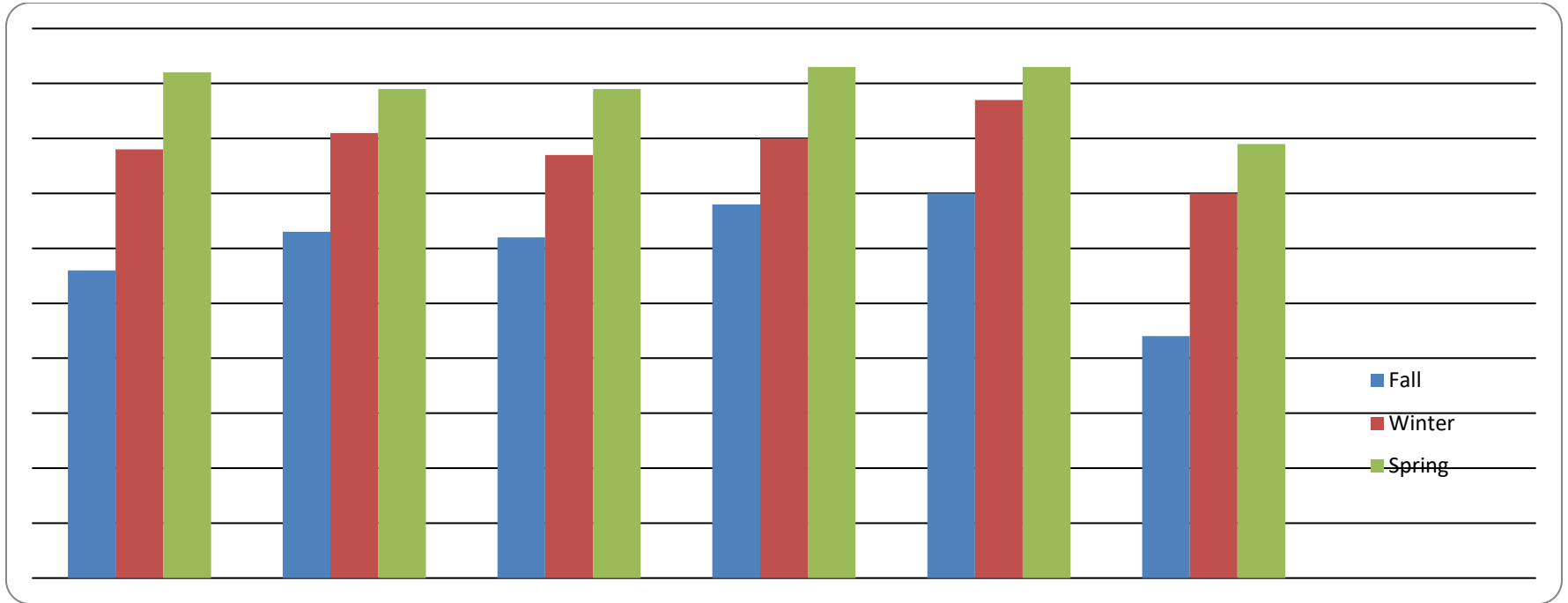
Three-year olds



	Fall	Winter	Spring
Social/Emotional	63%	89%	97%
Physical	72%	86%	96%
Language	53%	78%	93%
Cognitive	61%	85%	97%
Literacy	46%	70%	96%
Mathematics	46%	76%	91%

NORWESCAP Head Start  
 School Readiness Data  
 2016-2017

Four-Year Olds



	Fall	Winter	Spring
Social/Emotional	56%	78%	92%
Physical	63%	81%	89%
Language	62%	77%	89%
Cognitive	68%	80%	93%
Literacy	70%	87%	93%
Mathematics	44%	70%	79%

### **Classroom Assessment Scoring System (CLASS)**

The Classroom Assessment Scoring System™ (CLASS™) is an observational instrument developed to assess classroom quality in PK-12 classrooms. It describes multiple dimensions of teaching that are linked to student achievement and development and has been validated in over 2,000 classrooms. The CLASS™ can be used to reliably assess classroom quality for research and program evaluation and also provide a tool to help new and experienced teachers become more effective.

The National Head Start CLASS average in each of the three domains is depicted in blue.

During the 2016-2017 Head Start and Early Head Start self-assessment process, CLASS-reliable observers scored 17 of the 19 NORWESCAP Head Start classrooms. The NORWESCAP average score is depicted in red.

In January of 2012, the Office of Head Start conducted an on-site CLASS review. The average scores are shown in green.

**Emotional Support:** Assess the degree to which teachers establish and promote positive climate in their classroom through their everyday interactions. (National Average- 6, NORWESCAP Average from 2016-17 Self-Assessment- 6.2, NORWESCAP Review Average- 6.05)

**Classroom Organization:** Assess classroom routines and procedures related to the organization and management of children's behavior, time, and attention in the classroom. (National Average- 5.73, NORWESCAP Average from 2016-17 Self-Assessment- 5.6, NORWESCAP Review Average- 6.01)

**Instructional Support:** Assess the way in which teachers implement the curriculum to effectively promote cognitive and language development. (National Average- 2.83, NORWESCAP Average from 2016-17 Self-Assessment- 4.9, NORWESCAP Review Average- 4.77)

