



**NORWESCAP**  
Head Start & Early Head Start  
Creating Opportunities.  
Changing Lives.



# ANNUAL REPORT

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2020/2021



Enhance the development of low-income pregnant mothers and 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.





## COMMUNITY ASSESSMENT SUMMARY

Norwescap Head Start and Early Head Start provide services to 454 children and families in four counties of New Jersey. Hunterdon, Morris, Sussex, and Warren Counties are located in the northwest region of the state. The geographic location and rural environment allows for an innovative approach to the delivery of services.

Within these counties, there is a wealth gap for a portion of the population resulting in “pockets of poverty”. Meeting the needs of this vulnerable population is challenging for many different reasons. The Norwescap Head Start and Early Head Start Community Assessment Update provided the opportunity to analyze the assets, needs and trends in each community. The Community Assessment Update also provided the opportunity to collectively discuss ideas on the group’s ability to leverage resources in order to close gaps.



## HEAD START & EARLY HEAD START POPULATION

High concentrated areas of poverty often lack basic resources to allow individuals to obtain and maintain sustainability. Norwescap Head Start and Early Head Start (HS/EHS) has identified those catchment areas within each county. The percentages listed below indicate the HS/EHS services provided to the estimated eligible population within each catchment area of the county.

Hunterdon		Morris	Sussex		Warren	
HS	EHS	EHS	HS	EHS	HS	EHS
31%	38%	6.8%	14.5%	3.5%	23%	10.8%

## CONCERNS, GAPS, TRENDS

During the 2020-2021 Community Assessment Update, assets, gaps and trends within each of the four counties were identified. The areas of concern and key trends remain relatively constant within the four counties and are similar to the concerns raised during the 2019-2020 Community Assessment.

## HOUSING

A lack of affordable housing within each county exists. In addition, some families are sharing housing to defer costs. During the community assessment, a home visitor explained that families are "stacking"- multiple families living in one dwelling in which housing costs and childcare is shared among dwellers. In extreme circumstances, lease-holders will rent out the use of a couch or bathroom. "Stacking" presents various health and safety concerns including established primary caregivers for infants and toddlers, disruptive routines for children and families, exposure to transient individuals with unidentified health concerns and basic building safety concerns. Twenty-five percent (25%) of the Norwescap Head Start and Early Head Start families have either shared housing because of economic hardship or considered themselves homeless.







Although the counties served by Norwescap Head Start and Early Head Start are considered to be among the wealthiest in the nation, housing for the population we serve is a major issue. Households paying more than 30% of their income on rent are as follows: Hunterdon County 45%, Morris County 40%, Sussex County 49%, and Warren County 46%. Unstable housing contributes to family stress impacting family engagement, school readiness, and the health and safety of the occupants.

## AFFORDABLE, QUALITY CHILDCARE

The cost and availability of childcare in general, and infant-toddler care specifically, is a major challenge for low income families. Many counties experienced a decrease in the capacity of their licensed childcare centers, indicating that the remaining centers serve even fewer children than before. Within Hunterdon County, Morris County, Sussex County and Warren County, the number of licensed childcare centers and the capacity of those centers have experienced a steady decline for the past five years. The number of slots available for infants and toddlers likely to need childcare does not meet the demand.



## TRANSPORTATION

The rural nature of the four counties makes transportation a challenge. The cost of gas, insurance and related automobile expenses put a heavy burden on families. The lack of public transportation and the remote location of each county hinder families from obtaining the necessary, critical services, including childcare.

Employees work diligently to connect families to services. However, services can be delayed while appropriate transportation arrangements are coordinated. As an organization, Norwescap has faced significant challenges in hiring and retaining qualified bus drivers. Further research has revealed a national driver shortage. The National School Transportation Association reported "...the pool for traditional driver applicants is shrinking." This means contractors and school districts are forced to be more resourceful in attracting new driver candidates with additional programs, such as recruitment and sign-on bonuses, which in turn increase costs. Added challenges include the rise in healthcare premiums, workman's compensation and vehicle insurance. In addition, the cost to replace school buses that cost \$85,000 to \$100,000 is straining budgets.

## MENTAL HEALTH SERVICES

Community mental health services have been reduced in all four counties. In addition, families have reported a reluctance to seek out mental health services because of a perceived stigma. Eleven percent (11%) of Norwescap Head Start and Early Head Start parents/caregivers report having mental health concerns. In addition to parental health concerns, there is a rise in the number of preschool children presenting with severe challenging behaviors.

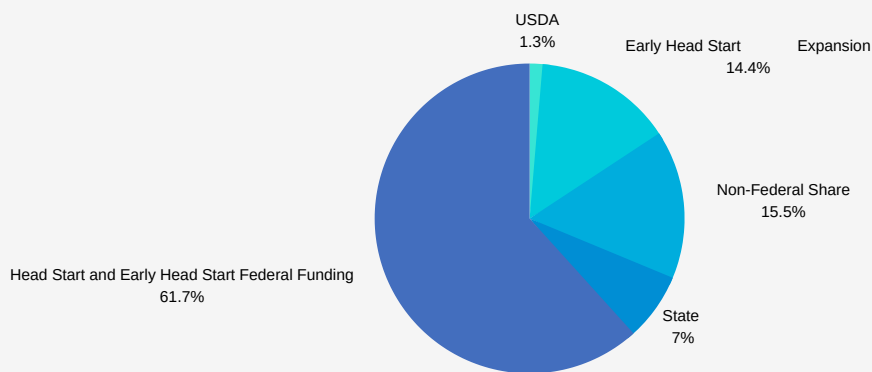




# HEAD START AND EARLY HEAD START BUDGET, REVENUE AND EXPENDITURES

## 2020-2021 Revenue

### Head Start and Early Head Start



Federal Funding	\$5,851,001
Early Head Start Expansion	\$1,365,488
Non-Federal Share	\$1,471,368
State	\$668,033
USDA	\$126,733
<b>Total</b>	<b>\$9,572,104</b>

## 2020-2021 Revenue

## 2020-2021 Head Start and Early Head Start Budget and Expenditures

<u>Budget Category</u>	<u>Budget</u>	<u>Expenditures</u>
Salary	\$3,243,023.00	\$3,119,104.65
Fringe	\$1,191,551.00	\$1,088,043.94
Total Personnel	\$4,434,574.00	\$4,207,148.59
Equipment	\$140,000.00	\$137,500.00
Travel	\$7,000.00	\$1,253.04
Supplies	\$203,975.00	\$244,002.21
Contractual	\$40,447.00	\$101,143.16
Other	\$688,699.00	\$799,656.00
IDC	\$336,306.00	\$360,298.00
<b>Total</b>	<b>\$5,851,001.00</b>	<b>\$5,851,001.00</b>

## 2020-2021 Early Head Start Expansion Budget and Expenditures

<u>Budget Category</u>	<u>Budget</u>	<u>Expenditures</u>
Salary	\$875,705.00	\$736,908.69
Fringe	\$250,392.00	\$290,343.52
Total Personnel	\$1,126,097.00	\$1,027,252.21
Travel	\$300.00	\$537.01
Supplies	\$28,377.00	\$41,662.08
Contractual	\$7,573.00	\$8,334.82
Other	\$147,677.00	\$232,237.88
IDC	\$55,464.00	\$55,464.00
<b>Total</b>	<b>\$1,365,488.00</b>	<b>\$1,365,488.00</b>





### Program Services

Program	Head Start	Early Head Start	Early Head Start Expansion
<b>Funded Enrollment</b>	218	172	64
<b>Cumulative Enrollment</b>	191	193	76
<b>Categorically Eligible</b>	87%	95%	96%
<b>Families Serves</b>	181	168	67

### Monthly Enrollment

Month	Head Start		Early Head Start		Early Head Start Expansion	
	Enrolled	% of Funded Enrollment	Enrolled	% of Funded Enrollment	Enrolled	% of Funded Enrollment
<b>September 2020</b>	166	76%	126	73%	56	87.5%
<b>October 2020</b>	171	78%	158	91.8%	63	98.4%
<b>November 2020</b>	176	80.7%	163	94.7%	63	98.4%
<b>December 2020</b>	176	80.7%	159	92.4%	63	98.4%
<b>January 2021</b>	176	80.7%	158	91.8%	64	100%
<b>February 2021</b>	177	81%	159	92.4%	63	98.4%
<b>March 2021</b>	175	80.2%	159	92.4%	62	96.8%
<b>April 2021</b>	175	80.2%	172	100%	64	100%
<b>May 2021</b>	175	80.2%	171	99%	64	100%
<b>June 2021</b>	174	79.8%	171	99%	64	100%
<b>July 2021</b>	56 *HS Summer Program	25.6%	172	100%	64	100%
<b>August 2021</b>	Closed	11%	172	100%	64	100%

## PROGRAM MONITORING

Norwescap Head Start and Early Head Start monitor and manage multiple sites encompassing a combined total of 1,764 miles within Hunterdon, Morris, Sussex and Warren Counties. Systems have been designed to consistently reach Head Start goals, milestones, and deadlines.



Continuous, ongoing monitoring and quality program improvement is embedded through the delivery of services. Norwescap Head Start and Early Head Start have the organizational capacity and ability to successfully oversee program operations that comply with applicable federal, state and local regulations. During the 2020-2021 program year, the Administration for Children and Families (ACF) conducted the Focus Area 2 Review. It was noted that Norwescap Head Start and Early Head Start was in compliance with all aspects of the review including Program Management and Quality Improvement, Education and Child Development Services, Health Services, Family and Community Engagement Services, Monitoring and Implementing a Fiscal Infrastructure, and Monitoring ERSEA- Eligibility, Recruitment, Selection, Enrollment and Attendance. *"Based on the information gathered during this review, we have found your program meets the requirements of all applicable HSPPS, laws, regulations, and policy requirements."*

### Child Health Services

Program Information Report Indicators	Head Start		Early Head Start		Early Head Start Expansion	
	Enrolled	%	Enrolled	%	Enrolled	%
Children are up to date on schedule of EPDST at end of year	190	99%	151	71%	75	98%
Of the above, children with chronic health condition needing treatment	10	5%	3	2%	3	4 %
Of the above children, number who received treatment	10	100%	3	100%	3	100%
Preschool children who completed a professional dental exam	121	63%	N/A	N/A	N/A	N/A
Of the above children, number who needed treatment	25	13%	N/A	N/A	N/A	N/A
Of the children needing treatment, number who received it	20	80%	N/A	N/A	N/A	N/A
Children with health insurance (end of program year)	181	95%	186	87%	76	100%
Children with a medical home (end of program year)	191	100%	200	93%	76	100%
Children up to date on immunizations (end of program year)	187	98%	185	86%	70	92%



### Child Disability Services

Performance Indicator	Head Start	Early Head Start	Early Head Start Expansion
Cumulative Child Enrollment	191	214	76
Number of Children with IEP/IFSP	8	18	11
Of these, the number who were determined to receive special education and related services (HS) or early intervention services (EHS):			
Prior to enrollment	1	6	4
During this program year	7	12	7
Percentage of Enrollment	4.18%	8.4%	14.4%

## PARENT, FAMILY AND 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 assists 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 comprised of the parents of currently enrolled children. Parents are surveyed for the types of activities or workshops in which they would like to participate in during PAC meetings. Parents develop leadership skills and experiences as they take on the planning and development of these activities and services. Norwescap Head Start and Early Head Start is a community-based, parent program, which requires parent participation. Donations of goods or services 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 are encouraged to work on special activities engaging parents with the program and each other.

- Families volunteered 105,418 hours during the 2020-2021 program year.
- Norwescap Head Start and Early Head Start reported \$1,471,368.00 in non-federal/in-kind match.





## Fatherhood Engagement and Volunteerism

Fatherhood Engagement Performance Indicator	Head Start	Early Head Start	EHS Expansion
Number of fathers/father figures who were engaged in the following activities this program year:			
Family assessment	46	37	16
Goal setting	50	41	16
Involvement in child's developmental experiences	86	49	25
Program governance- Policy Council, PAC	5	3	1
Parenting education workshops	13	13	6
Volunteerism Performance Indicator	Head Start	Early Head Start	EHS Expansion
Number of persons providing any volunteer services to the program since last year	256	154	67
Of these, the number who are current or former Head Start or Early Head Start parents	214	144	51

## 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.

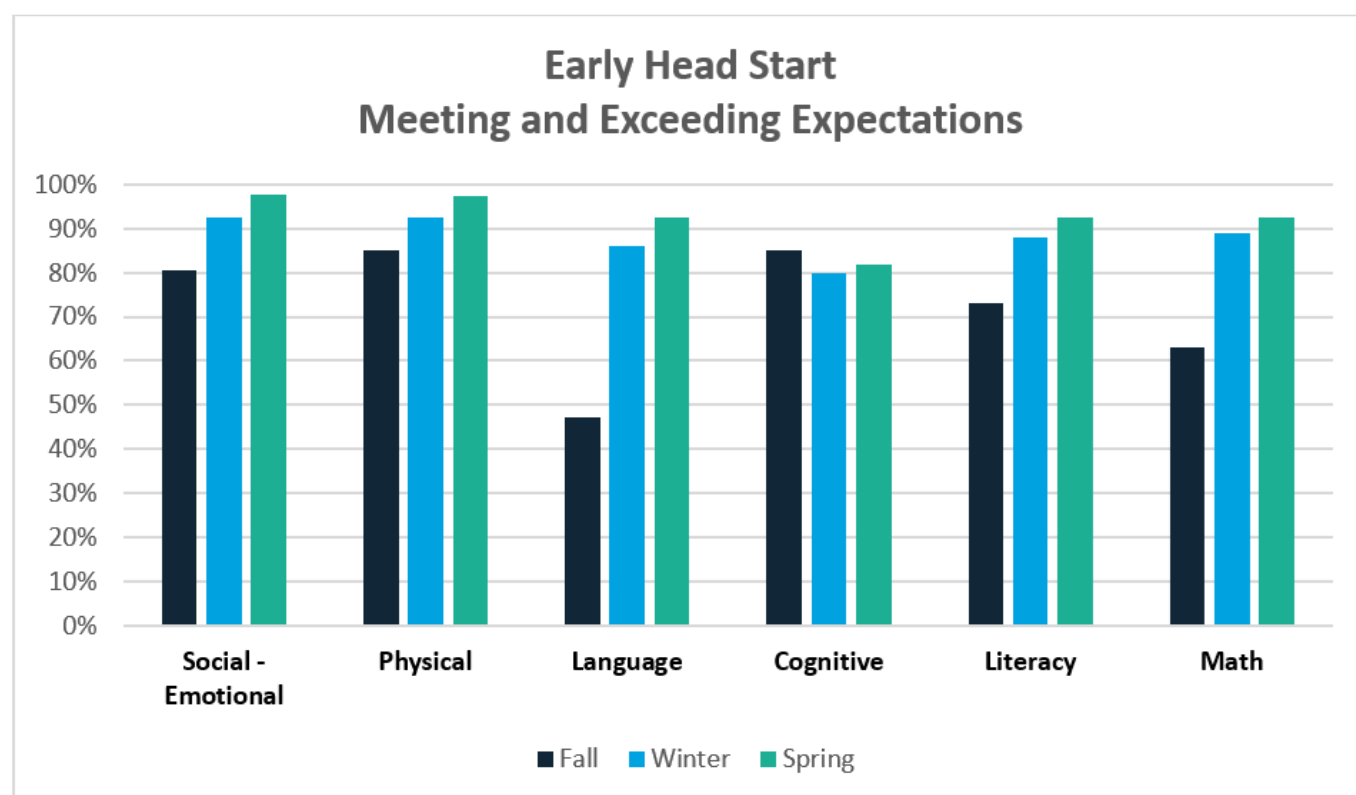
The curriculum process prepares children for kindergarten. After an initial screening using the Early Screening Inventory, preschool teachers and home visitors individualize their lesson plans by setting goals to meet the needs of each child. For children transitioning to kindergarten this includes skills 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.

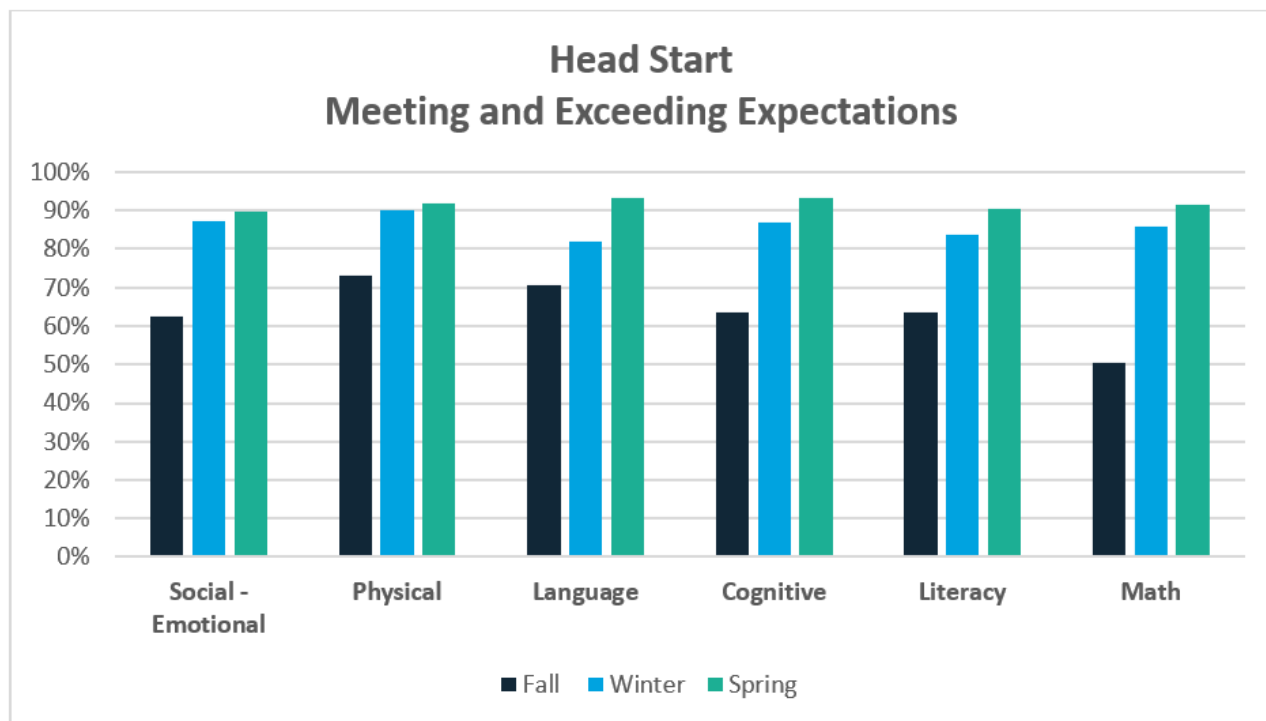




Throughout the year, the goals and accomplishments are updated and reviewed with each child's parents. Additional assessments through the year, using Teaching Strategies GOLD, provide the necessary data to determine outcomes and to develop continuous improvement plans. Individual development plans for infants and toddlers are based on the results of the 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 Head Start and Early Head Start  
2020-2021 Teaching Strategies GOLD  
School Readiness- Areas of Development**





## Outcomes for Program Year 2020-2021

The Covid-19 pandemic resulted in creative service implementation! Early Head Start and Head Start children began 2020 in center based or virtual services based on parents' choice. This lasted through the Fall Checkpoint Period. In December, all children were receiving virtual services into the Winter Checkpoint period. In the Spring, children resumed center-based or virtual services based on parent choice. Early Head Start checkpoints indicate a steady progression of growth in all indicators. Children completed the spring session with the highest percentage of growth in social-emotional and physical development.

The final checkpoints in Head Start reveal that over 90% of three- and four-year-olds are meeting or exceeding expectations. A higher percentage of growth was identified for three-year olds in the areas of social-emotional development, language, and cognition. The final check points for the four-year-olds indicate the highest percentage of growth took place in social-emotional development, language, and mathematics





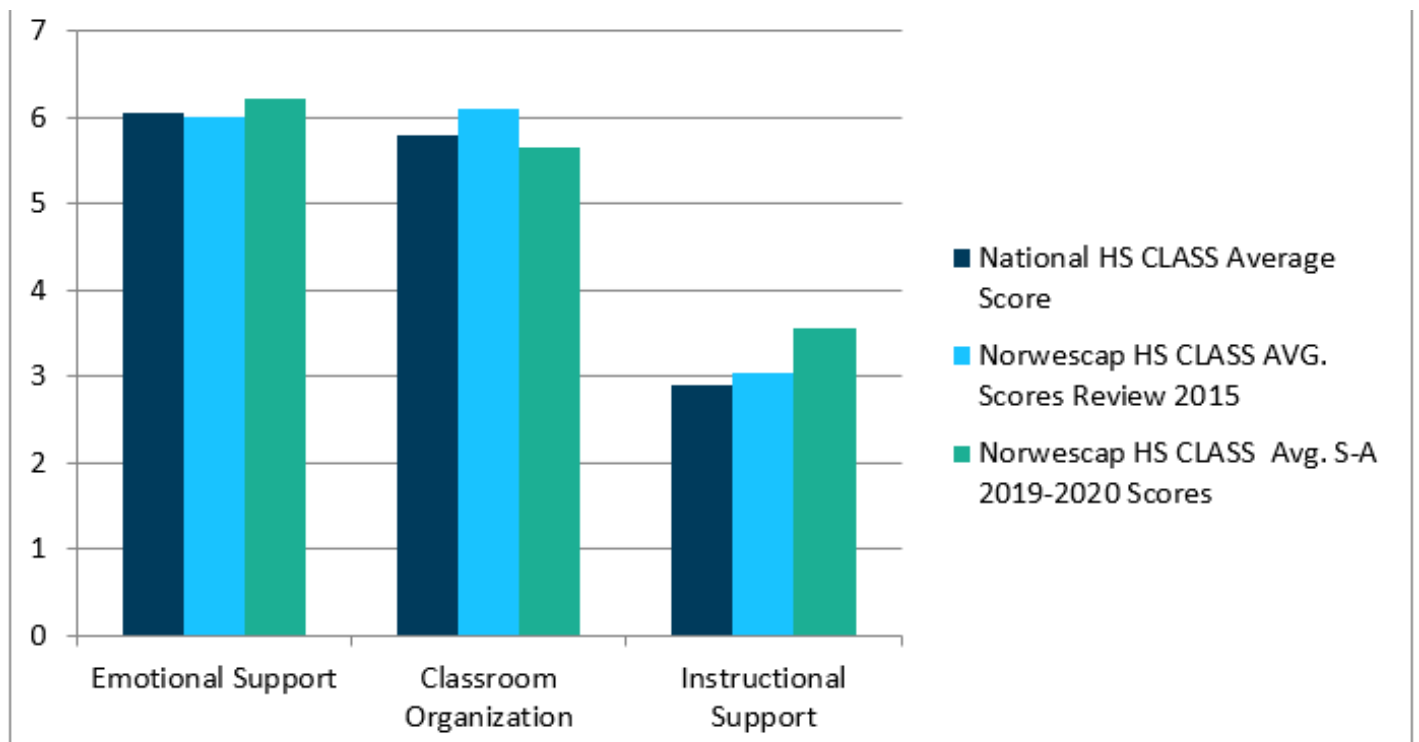


## CLASSROOM ASSESSMENT SCORING SYSTEM (CLASS)

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.

Due to the pandemic during the 2020-2021 program year, internal monitoring of CLASS observations were not conducted. The CLASS review scheduled for PY 2021-2022 was cancelled by the Office of Head Start. The data below reflects CLASS scores from previous years.

The 2019 National Head Start CLASS average in each of the three domains, shown on the chart on the next page, is depicted in navy blue. In February 2015, the Office of Head Start conducted an on-site CLASS review. The average scores are shown in green. During the 2019-2020 program self-assessment (SA) process, Head Start and Early Head Start conducted CLASS observations in the Norwescap Head Start classrooms. The Norwescap average score for 2019-2020 is depicted in sky blue.





## EMOTIONAL SUPPORT:

Assesses the degree to which teachers establish and promote positive climate in their classroom through their everyday interactions. (National Average 6.05, Norwescap Review Average 6.01, Norwescap 2019-2020 SA 6.21)

## CLASSROOM ORGANIZATION:

Assesses classroom routines and procedures related to the organization and management of children's behavior, time, and attention in the classroom. (National Average 5.79, Norwescap Review Average 6.10, Norwescap 2019-2020 SA 5.65)

## INSTRUCTIONAL SUPPORT:

Instructional Support Assesses the way in which teachers implement the curriculum to effectively promote cognitive and language development. (National Average 2.91, Norwescap Review Average 3.05, Norwescap 2019-2020 SA 3.56)









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