

SULLIVAN COUNTY HEAD START, INC.

Annual Report

2018-2019



Annual fiscal and program report with highlights

Program Description

Sullivan County Head Start, Inc., (SCHS) is an IRS 501 (c) (3) not-for-profit organization founded in 1990 and based in Sullivan County. We receive federal funds to run Head Start and Early Head Start programs in Sullivan County. Eighty percent of our budget comes from the Federal government, twenty percent from the County of Sullivan and from the community which is called a "local match" or "in-kind" contributions, which may be in the form of monetary contributions, donations of goods or services and volunteer hours.

Sullivan County Head Start, Inc. Consists of three programs: Head Start (HS) and Early Head Start (EHS) and Day Care program at Sullivan County Family Court. HS is a comprehensive early childhood development program primarily serving low-income preschool-age children and their families. EHS is a comprehensive early childhood program serving primarily low-income children 6 weeks to age three, pregnant women and their families. Court Day Care offers a place where families can leave their child during family court proceedings.

Sullivan County Head Start, Inc. is funded to serve a total of 349 children and families at 3 centers between both programs. Children who attend our programs participate in a variety of educational activities. They also receive free medical and dental screenings, have healthy meals and snacks and enjoy playing indoors and outdoors in a safe setting.

SCHS mission is to provide a comprehensive interdisciplinary program that will foster development, support school readiness, encourage self-confidence and discipline, assist in the development of the child's social, emotional and physical wellbeing and act as a referral service for the children and families we serve.

SCHS employs 84 full-time and 11 part-time employees at 3 centers. Parents and community members volunteer in our organization by helping in the classroom, fund raising, and becoming members of board, parent and policy groups.



Mission Statement

The mission of Sullivan County Head Start, Inc. is to provide a comprehensive interdisciplinary program that will foster development, support school readiness, encourage self-confidence, and self-discipline, assist in the development of the child's social, emotional, and physical well-being and act as a referral service for the children and families we serve.



Management Team 2018-19

Administrative

Executive Director	-	Bertha G. Williams
Fiscal Officer	-	Nancy Bloom
Personnel	-	Brenda Santiago
Administrative Secretary	-	Lucy Green

Area Managers

Early Childhood Education	-	Merisa Kantor
Family Service	-	Deliciana Diaz
Health/Nutrition	-	Tammy Carlsen
Maintenance	-	Richard Goddard

Support Staff

Education Coordinator	-	Shannon Masters
Mental Health Wellness Coach	-	Chana Schecter
Transportation Coordinator	-	Georgianna Cannioner
Registered Nurse	-	Lauree Novogrodsky
Pre Natal Coordinator	-	Tuwanda Martin

Board of Directors 2018-2019

Officers

Chairperson

Charles Davis

Treasurer

Anthony Perito

Secretary

Ann Knack

Members

Mattie Anderson

Veronica Courtenay

Bertha Donohue

Shirley Felder

Terry Forman, Esq.

Rev. Florence Palmer

Meta Sorge

Jean Van Lowe

Gladys Walker

Policy Council Representative

Krecia Goebel

Program Governance

Sullivan Count Head Start, Inc. is governed by a diverse group of volunteers who form the Board of Directors. They are experts in multiple areas such as social service, finance, law, education, public health, public relations, and early childhood education. Additionally, the Policy Council, a volunteer group of parents and other community members, works to make decisions about the design and operation of both Head Start and Early Head Start programs.



Policy Council 2018-19

Officers

Krecia Goebel -- President

Vibian Medina - Treasurer

Sabrina Stewart - Secretary

Representatives

Abbie Dast Parvande

Asia Torres

Dana Montag

Gary Rohrs

Heather Beaty

Irina Pezo

Kathleen Smith

Kayla Bayles

LaToya Russell

Marguritte Sharpe

Melinda Shepard

Myola Burns

Sarai Martinez

Sheldon Dillon

Sophia Foster

Executive Director's Message

Here we are at the close of another Head Start School year. We were hardly open for one of our Head Start buildings. Our middle Head Start building in Woodbourne was closed for eight months. We have gone through a tremendous adjustment period. We have had some major staff changes as well as dealing with the mold remediation problem. The building that was affected by mold was never open for the school year September 2018. We did not open until April 23, 2019. It took eight months to receive a clean bill of health. The building was cleared and partially renovated. We are happy to report the 90 children are back in the building and in a safe environment.

To those families that worked with us, accepting part-day while the renovation work was being completed, we "thank you". We at Head Start thank you for your patience and willingness to work with us during a very trying period of time.

We have completed a five year competition funding cycle and are now in the first year of a non-competitive cycle with no conditions attached. We are happy to report we spent a good part of this year continuing to work on strengthening our education component. We will be sending two additional staff for training in CLASS which will give us three CLASS observers for the coming school year instead of one.

Parent participation in Policy Council meetings improved greatly this past year. Thanks to all that attended and helped make this happen. I would like to commend and thank the Policy Council members that always answered the call. We would not have been able to fulfill our obligation and accomplish our goal nor meet the requirements of our funding source without you. "Thank You".

Our Policy Council meetings have become a hot topic the past four months. There are exciting things happening this upcoming year. We would love for you to join us. As a special treat, one of our members surprised the group with homemade empanadas.

To the Sullivan County Head Start Board of Directors, once again we thank you for your loyalty and trust in the staff. You have proven that you stand firmly behind them. You are steadfast in your belief in what the Head Start Program stands for and the quality of service it provides to children and families in Sullivan County.

To the Sullivan County Head Start staff, I salute you for all of your hard work. This year we have worked through problems that far surpassed anything we have experienced in the past 53 years.

"Perseverance is the hard work you do after you get tired of doing the hard work you already did." ...Newt Gingrich.

Thank you

Bertha G. Williams

Executive Director

Annual Report 2019

Board Chairperson's Message

It is once again my sincere pleasure in sharing with you the Sullivan County Head Start successes and accomplishments through 2018-2019.

However, during the beginning of our school year, we were met with a devastated situation due to a furnace malfunction in one of our buildings, which affected the attendance of 94 students for approximately six months. In which, we were compelled to implement a temporary "Part Day" program, to accommodate those students with the necessary services, until their classrooms were completed, refurbished, and met all of the Osias and Health Code standards.

Currently, Sullivan County Head Start is funded to serve 349 economically disadvantaged children and their families, and operates both Head Start and Early Head Start programs. Additionally, Sullivan County Head Start with the collaboration of two (2) school districts operate two Universal Pre-Kindergarten programs and is also the grantee for the Sullivan County Family Court Children Center, funded through Unified Court System of New York.

Our Executive Director has been with Sullivan County Head Start since its inception and has served as Director for 40+ years. We are thankful for her leadership and experience which allows us to continue the high quality care and support that we have provided for the past 50 years.

Presently, we employ a total of 94 dedicated staff members with a total annual budget of \$3.3 million. Our funding continues to remain the same and our mandated expenses continue to increase yearly.

Our continued prudent management has allowed us to provide the following services in 2018-2019:

- We served 349 Head Start preschool children and their families
 - 85 Early Head Start Infants and Toddlers
 - 243 Head Start Children, and
 - 21 Pregnant Moms
- The CACEF grant has allowed us to serve 135,000 nutritious meals and snacks to our children
 - 46,409 Breakfasts
 - 48,257 Lunches, and
 - 47,155 Snacks
- We completed another year of priority Pre-K in collaboration with both the Monticello Central School District and Fallsburg Central School District.
- We've continued to collaborate with the NYS Unified Court System and Best Friends
- We received \$7,183 from Sullivan County under the "I'm Moving, I'm Learning" grant, to teach our children "Healthy Lifestyle" habits.
- Additionally, the county of Sullivan provided our agency with \$60,000 to help defray the cost of operating our programs.
- The Sullivan County Plans and Progress Program provided our agency with a \$4,000 grant to defray the renovation cost for our food pantry.
- We've also received a \$1,500 grant from the Community Foundation (Make a Difference) to introduce and encourage our children about science, by utilizing toys and games.

As we transition into another year, on behalf of the Sullivan County Head Start, Inc. Board of Directors, I would once again like to extend our sincere appreciation to Mrs. Williams, the Policy Council, and our dedicated staff for their commitment in preparing our children for lifelong endeavors. Thank you for a job well done.

Sincerely,



Charles Davis
Chairman of the Board

Funded Enrollment and Center locations

Woodbourne Administrative Office – 397 State Route 52 Woodbourne, NY 12788

Mailing: P.O. Box 215 Woodbourne, NY 12788

Telephone No: 845 434-4164 Facsimile No: 845 434-1935

Staff Offices: Executive Director, Fiscal, Administrative Secretary, and Personnel



Head Start Program

Woodbourne Main Building/Center – 393 State Route 52 Woodbourne, NY 12788

Telephone No: 845 434-4164 Facsimile No: 845 434-1935

Staff offices: Family Service, Education, Health and Maintenance

Full Day Head Start: 7 rooms

PreK collaborative room (Fallsburg): 1

Serving: 126 preschoolers

Hours: 8:00 a.m. - 3:00 p.m.

Waverly Center – 130 Waverly Avenue Monticello, NY 12701

Telephone No: 845 794-4622 Facsimile No: 845 434-1935

Staff offices: Assistant Director, Family Services, and Health

Full Day: 4 Pre-school classes

Pre K (Monticello): 1

PPK (Monticello): 1

Collaborative Room with Best Friends: 1

Serving: 117 preschoolers

Hours: 8:00 a.m. – 3:00 p.m.

Funded enrollment – 243 – scheduled contact days 185 (1295 hours)



Early Head Start Program

Woodbourne EHS – 393 State Route 52 Woodbourne, NY 12788

Telephone No: 845 434-4164 Facsimile No: 845 434-1935

Child Development Rooms: 4 infant/toddler rooms

Serving: 29 infants

Hours: 8:00 a.m. – 3:00 p.m.

Riverside Center – 17 Riverside Drive Woodbourne, NY 12788

Telephone No: 845 434-4164 Facsimile No: 845 434-1935

Child Development Rooms: 4 infant/toddler rooms

Serving: 32 infant/toddlers

Hours: 8:00 a.m. - 3:00 p.m.

Waverly EHS – 130 Waverly Avenue Monticello, NY 12701

Telephone No: 845 794-4622 Facsimile No: 845 794-4047

Child Development Rooms: 3 toddler rooms

Serving: 24 toddlers

Hours: 8:00 a.m. – 3:00 p.m.

Funded Enrollment – infant/toddlers 85 – scheduled contact days 206 (1442 hours)

Funded Enrollment – Pregnant women 21

Program Statistics 2018-19

• Budget Head Start & Early Head Start.....	\$4,105,418
• Funded enrollment Head Start.....	243
• Funded enrollment Early Head Start.....	106
• Number of Head Start children served.....	260
• Number of Early Head Start children served.....	95
• Number of pregnant women served.....	21
• Average monthly enrollment for Head Start	210
• Average monthly enrollment for Early Head Start	106

Woodbourne State Route 52 Complex

- HS building licensed to serve 90 pre-school children.
- EHS Riverside building licensed to serve 32 infant/toddlers
- EHS & Administrative building licensed to serve 29 infant/toddlers and 37 preschool children.
- Funded to serve 21 pregnant women across Sullivan County.

Monticello

- HS Waverly Avenue licensed to serve 117 pre-school children.
- EHS Waverly Avenue licensed to serve 24 toddlers.

Number of Classrooms	25
Number of Classes or Sessions.....	25
Number of Collaborative classrooms	4
Number of Licensed Centers	3
Average Cost per Head Start Child.....	\$11,363.19
Average Cost per Early Head Start Child	\$12,680.79

Staff consists of: Executive Director, Fiscal Officer, Area Managers in Administration, Education, Special Services, Family Services, and Maintenance; Registered & Licensed Practical Nurse, Mental Health Wellness Coach, Teachers, Assistant Teachers, Infant/Toddler Teachers, Classroom Substitutes, Family Assistants, Cooks, Bus Drivers, Secretary and Housekeeper.

• Paid.....	95
• Volunteers	300+

OTHER FACTS:

The program is administered by the Head Start Bureau, Administration for Children and Families "ACF," Department of Health and Human Services "DHHS."

10% of enrollment consists of children with disabilities (health impairments, visual disabilities, hearing impairments, emotional disturbance, speech and language impairments, orthopedic disability and learning disabilities).

100% of children received medical and dental exams this school year. Average monthly attendance is 77% Head Start; 80% Early Head Start.



INDICATORS OF SUCCESS/ACCOUNTABILITY

- ❖ Participation in the Monticello Central School Pre-Kindergarten Council – working collaboratively to implement uniform goals and objectives across all the preschool programs.
- ❖ Awarded funds to enhance services for 36 children as part of the Monticello School District Pre-K and PPK programs.
- ❖ As of June 30, 2019 100 % of the 243 Head Start children served during the 2018-2019 program year received a dental exam.
- ❖ Chosen to participate in the Eat Well, Play Hard program funded by the Department of Agriculture.
- ❖ 2018-2019 Financial Audit – 100% compliance
- ❖ Partnered with Mid-Hudson Regional Early Childhood Direction Center to provide workshops for parents on school readiness topics. Workshops were in English and Spanish.
- ❖ Partnered with Immaculate Conception Church to distribute Thanksgiving food baskets to families.
- ❖ Participation in the Worksite Wellness Summit – Cornell Cooperative Extension
- ❖ Participation in the Creating Healthy Schools and Communities Initiative – Cornell Cooperative Extension
- ❖ Awarded "Sullivan County Health & Wellness Gold Medal for Excellence"
- ❖ Annual HOG Holiday party held in December for Children and families.
- ❖ Recognized by Fallsburg Community Coalition for participation in *Annual National Night Out* in August.

Community Partnerships & Resources

Establishing partnerships with community resources is a vital part of the work of Sullivan County Head Start, Inc. The relationships built with the following organizations and businesses add to the services provided to children and their families.

- ARC
- Best Friends
- Bethel Woods Center for the Arts
- Catskill Regional Medical Center
- Cornell Cooperative Extension
- County of Sullivan
- Dr. Eric Bloom - Optometrist
- Dr. Philip Olsen – Dentist
- Early Intervention
- Fallsburg Central School District
- Fallsburg Police Department
- Fidelis Care
- Foster Grandparents Program
- Harley Davidson Group
- Hudson River Health Care
- Independent Living
- Katskill Kids
- Kohl's Department Store
- Lions Club
- Maternal Infant Service Network (MISN)
- Migrant Program
- Monticello School District
- New Hope Community
- New York State Department of Labor Workforce
- Pathstone – Family Self Sufficiency Program
- Prasad Children's Dental Health Project
- Rite Aid – Flu Clinic
- Sullivan 180
- Sullivan County Public Health
- Sullivan County Child Care Council
- United Way
- USALLIANCE

Parent Involvement Activities

Parent Involvement is key to every child's development. Studies have proven students with involved parents are more likely to have better social skills, demonstrate good behavior, and adapt well to school. Sullivan County Head Start, Inc. provides many opportunities for parents to be involved with their child's education.

- ❖ **Policy Council** – is an elected group of parents and people from the community working as a team to make decisions about the design and operation of the Head Start and Early Head Start programs.
- ❖ **Center Committee** – Held monthly during the program year, these meetings provide an opportunity for parents and staff to plan for upcoming site events together, become informed about Head Start issues, receive training on the topics of their choice, and network with other parents.
- ❖ **Story Night** – is an opportunity for parents (and Dads in particular) to spend time reading to and doing other fun activities with their children. This also promotes family literacy.
- ❖ **I am moving I am learning** – a proactive approach for addressing childhood obesity in children and promoting a healthy lifestyle... We seek to increase moderate to vigorous physical activity by sending home activities for the parents to carry out with their child.
- ❖ **Eat Well, Play Hard** – Parents and teachers received training on nutrition. Parents were given hands-on training and also incentive gifts geared to helping them prepare healthy meals.
- ❖ **Classroom Volunteers** - Parents are welcome and encouraged to volunteer in their child's classroom. Parents work with children individually or in small/large group activities.
- ❖ **Home Visits and Parent Teacher Conferences** – Parents are given formal opportunities to help assess their child's development and participate in setting individualized learning goals for their child. Informal communication continues throughout the year.
- ❖ **Advisory Committees** – Selected parents, staff and experts from the community gather to discuss program improvement strategies in the areas of education and health.
- ❖ **Program Self-Assessment** – Parents are included on teams that conduct an annual self-assessment of the entire program.
- ❖ **Selection Committee** – is made up of parents and is an opportunity for them to participate in Head Start/Early Head Start "blind selection" of children for the upcoming school year.
- ❖ **Daddy and Me** – is scheduled event held once a month. It takes place at our Head Start centers, in the evening. We invite fathers to attend and we provide hands-on activities they can do with their children; story time, arts and crafts, physical activities and a snack. This helps to enhance the existing bond between father and child, giving them a special time and place to "hang out" while seeking to increase parent involvement and engagement.

Efforts to Prepare Children for Kindergarten

We use the Creative Curriculum for Preschool. Teachers work daily on concepts that cross all the domains of the Head Start Child Outcomes Framework. All children are given opportunities to develop the skills and knowledge they'll need as they mature. Activities to expand vocabulary, comprehend language, follow directions, speak clearly with conventional sentence structure, and engage in conversations are used to increase language development. Gross and fine motor activities and games focus on developing balance and traveling skills, manipulating writing implements and small objects, and drawing, tracing and copying various shapes, and pictures. Social and emotional goals for children include regulating their emotions and behavior, making friends, sustaining relationships with adults and peers, and conducting themselves appropriately in social situations. Cognitively we focus on attending to a task (persistence), problem solving, developing critical thinking skills, recalling and retelling information, classifying things, making connections and generalizations, and using symbols and images to represent things not present (symbolic play). To help develop literacy skills we work on phonological awareness with rhyming and alliteration activities, identifying letters of the alphabet in print (upper and lower case) and the sounds they make, reading books and other examples of print, and writing their own names. Mathematically we focus on patterning, measurement and comparisons, spatial relationships, using number and numeral concepts such as counting and quantifying, and identifying written numerals. Children are encouraged to explore and experiment with the things around them in the classroom and in the outside environment to identify characteristics of living things around them in the classroom and in the outside environment to identify characteristics of living things and properties of objects and materials they come into contact with. Art materials are available for the children to paint, draw, color and glue with every day. Music time includes dance and movement activities, singing songs and finger plays, playing instruments such as triangles, bells, drums and maracas, and listening to a wide variety of musical genres. The classrooms are always busy and engage in "play with a purpose".

We individualize for all children so that they are given opportunities to learn at their level. Activities are tailored to the age and ability of the children in the room bearing their varying developmental levels in mind. This allows us to work with those children who will be moving on to kindergarten on one level and still engage younger children wanting to participate in the same activity. Numeracy and pre-reading skills are emphasized with kindergarten bound children. Meetings with kindergarten teachers from local school districts have helped guide our planning as they identified skill areas they see as lacking in incoming kindergarten children. We are then able to increase our teaching in those areas to give our children the best possible preparation for the school years ahead of them.



2018-2019 School Readiness

The Head Start/Early Head Start program ensures children are successful learners by checking their progress during the school year. Parents discuss progress reports about their child's development during teacher home visits and parent-teacher conferences. Teachers and parents look at different approaches to reinforcing the skills children are learning in the classroom and how those skills can carry through in home activities. The children are assessed in the 5 areas (Domains) highlighted below.

- **Physical Development and Health**
- **Social and Emotional Development**
- **Approaches to Learning**
- **Language and Literacy**
- **Cognitive and General Knowledge**

Goals for children's development are set across all 5 domains. As the year progresses children are evaluated on their gross and fine motor skill, ability to get along with peers and adults, ability to regulate themselves as well as recognize and appropriately respond to other's emotions, how they respond to new experiences and adapt to changing situations, their knowledge of letter's, numerals, number concepts, patterning, sequencing, classifying and other pre-literacy and pre-numeracy skills.

Early Head Start (infants/toddlers) is assessed 4 times per year using Teaching Strategies GOLD; gains are measured from the base line assessment in the fall through final assessment in the spring.

Head Start children are assessed 3 times per year using Teaching Strategies GOLD; gains are measured from the base line assessment in the fall through final assessment in the spring.

Activities are planned between rating periods to move children to the next level.

Early Head Start Prenatal Program

The Sullivan County Early Head Start Prenatal Program seeks to serve a total of twenty one pregnant women in the community. Our goal as an agency is to strive to ensure proper prenatal and postpartum care to each women in order to promote healthy pregnancies and healthy babies. We do this by the following means:

- Assist pregnant women in obtaining a medical home
- Transportation to medical appointments (pre natal & postpartum)
- Providing information on the following through home-based classes: Fetal Development, Stages of Pregnancy, Labor and Delivery, Benefits of Breastfeeding, ways of relieving stress, Changes during pregnancy, creating a birth plan with your doctor, postpartum recovery, and so much more.

In a successful effort to collaborate with other agencies, we have been afforded the opportunity to provide our pregnant mothers with Cribs and car seats when needed. We have also been able to offer our moms childbirth classes here at Head Start, both in Spanish and in English through the Maternal Infants Services Network program. Our moms are referred to other agencies such as the W.I.C. program, 1st Way Life Center (pregnancy support center), Public Health Nursing, and the Department of Family Services. In addition to all of the above, we also partner with our families to set attainable goals, and initiate steps to reach those goals.

Our Prenatal Program Coordinator, and the agency nurse all ensure the ongoing progress and prenatal education of each pregnant mom. After delivery, the nurse is present at the two week initial postpartum follow up, making herself available for any questions our moms may have concerning care of self and baby. The newborns are then officially enlisted to be transitioned into the Early Head Start infant program. We try to place every child born into the prenatal program, into EHS by accepting up to 15 newborns. Our older babies are placed on the waiting list for enrollment into our stage 2 infant room.

On-Site Monitoring Review of the Head Start and Early Head Start Programs 2014-19

Starting with FY (funding year) 2016 we began the new Aligned Monitoring System. The Comprehensive monitoring schedule for our program began with this school year. The schedule is as follows:

- FY 2016 Environment Health & Safety – Held the week of October 15, 2015
- Comprehensive Services and School Readiness – Held the week of December 15, 2015
- CLASS – Held the week of June 6, 2016
- FY 2017 ERSEA – Held over a two day period April 18 & 19, 2017
- Fiscal Integrity/Leadership, Governance, Management Systems – Not yet scheduled
- FY 2018 Evaluation & Determination

Environment Health & Safety review we were found to be in compliance in all areas.

Comprehensive Services and School Readiness review found one non-compliance item which was cited. This non-compliance item has been corrected within the 120 days allowed.

A summary of corrective action for the non-compliance is below.

Non-Compliance item: The grantee did not implement with fidelity a curriculum promoting young children's school readiness; did not create learning environments to support the implementation of the Creative Curriculum.

Corrective action taken:

1. Ensure that each classroom has access to the Creative Curriculum Foundation set of books. – Orders placed for additional foundation sets.
2. Provide in-service training for all education staff on implementing Creative Curriculum in classroom. – provided 2 days of training from Teaching Strategies for all education staff during July 16'.

3. Continue applying what was learned during in-service going into the new school year. – Provide annual training on Creative Curriculum. Conduct informal observations using ECERS (Early Childhood Environmental Rating Scale)

4. A newly revised lesson plan form will be put in place to reflect the interest areas and facilitate planning activities in each area.

CLASS monitoring review -The CLASS tool looks at three domains and ten dimensions of teacher-child interactions and measures those observed interactions on a seven point scale. Our scores are listed in the table below:

Domain	Score	Domain	Score	Domain	Score
Emotional Support	6.2019	Classroom Organization	5.7051	Instructional Support	2.8077
Dimensions					
Positive Climate	6.23	Behavior Management	5.85	Concept Development	2.19
Negative Climate	1.04	Productivity	5.96	Quality of Feedback	2.85
Teacher Sensitivity	6.19	Instructional Learning Formats	5.31	Language Modeling	3.38
Regard for Student Perspectives	5.42				

OHS CLASS 2018 National Grantee-Level Scores

Domain	Mean	Domain	Mean	Domain	Mean
Emotional Support	6.08	Classroom Organization	5.80	Instructional Support	2.96

In Emotional Support we scored above the national score, and in Classroom Organization and Instructional Support marginally below.

ERSEA review we were found to be in compliance in all areas.