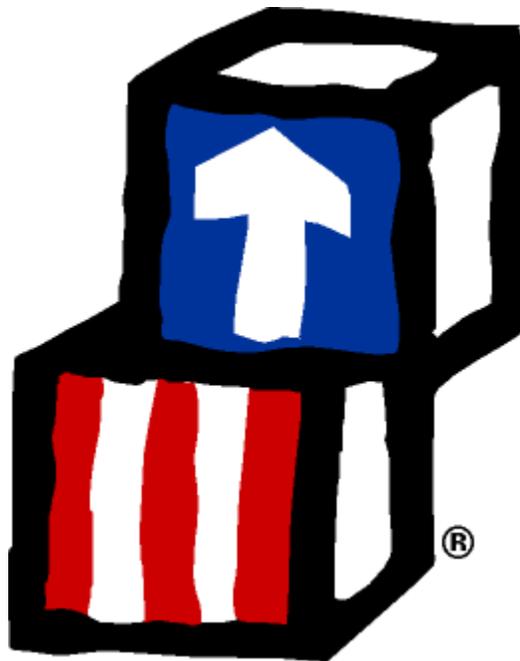


SULLIVAN COUNTY HEAD START, INC.

# Annual Report

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2017-2018



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 two programs: Head Start (HS) and Early Head Start (EHS). 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 prenatal to age three, pregnant women and their families. 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.*

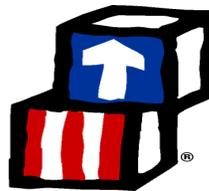
*SCHS mission is to provide a comprehensive interdisciplinary program that will foster development, support school readiness, encourage self-confidence and discipline, assist in the development of the child’s social, emotional and physical wellbeing and act as a referral service for the children and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



**Administrative**

- Executive Director - Bertha G. Williams
- Fiscal Officer - Dawn Kertesz-Lee
- Personnel Manager - Brenda Santiago
- Administrative Secretary - Lucy Green

**Area Managers**

- Early Childhood Education  
And Special Services - Sherry Stanton
- Family Service - Deliciana Diaz
- Health/Nutrition - Heather Roth
- Maintenance Manager - Richard Goddard

**Support Staff**

- Education Coordinator - Merisa Kantor
- Mental Health Wellness Coach - Chana Schecter
- Transportation Coordinator - Georgianna Cannoner

**Officers**

**Chairperson**

Charles Davis

**Treasurer**

Anthony Perito

**Secretary**

Anne Knack

**Members**

Mattie Anderson

Veronica Courtenay

Bertha Donohue

Shirley Felder

Terry Forman, Esq.

Anne Knack

Rev. Charles McComb

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 2017-18

### Officers

Krecia Goebel – **President**

Vibian Medina - **Treasurer**

Sabrina Stewart - **Secretary**

### Representatives

Abbie Dast Parvandeh

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

Sullivan County Head Start is in its last year of a five year funding cycle... The past four years have been long and tedious with many changes, highs and lows.

Going into the new school year, we will be losing our 2<sup>nd</sup> fiscal officer in the past 3 years. Our Fiscal Officer is leaving due to the fact the family is relocating out of the area. Needless to say, we are searching for a replacement. Staff turnover in all categories has been at an all-time high for the first time in the history of Head Start.

Through it all, we have been able to maintain full enrollment of 349 for the 2017-18 school year and in addition, adequate staff to cover all twenty-five classrooms as per federal guidelines.

Due to the fact we are in a five (5) year grant cycle, we have been subject to three (3) federal monitoring reviews; Health and Environmental Safety, CLASS, Comprehensive Service and School Readiness.

As a result of the federal monitoring review, our program was found noncompliant in several areas. Teacher scores were below the national average. We were also sited for not following our curriculum with Fidelity. The learning environment did not support the implementation of the creative curriculum, the curriculum that Sullivan County Head Start utilizes. The record keeping system was outdated.

We quickly moved into the age of technology making computers available in all classrooms and to all staff. We fully implemented Promis/My Head Start a software program designed especially for Head Start Programs.

To improve CLASS scores, trained coaches were assigned to work in the classrooms with teaching staff. Observing and assessing activities which resulted in higher quality educational service and improving the child's outcomes.

We made some major staff changes as well, reorganizing and changing several positions. Greater emphasis will continue to be placed on strengthening areas in Education, Class, Comprehensive Service and School Readiness.

We have seen great improvement in all areas and look forward to moving ahead into the next five years without a noncompetitive funding condition attached.

We started the new year out with very few bus problems. All of our buses were old needing constant repair with some needing to be replaced. With careful planning, we were able to purchase two new buses. We were fortunate enough to get approval to transfer three buses from another Head Start program to Sullivan County Head Start.

One of our major goals this past year was to increase parent involvement. We did not have great success with this area. Parents, we need you in order to accomplish this goal. Help us to build a strong Policy Council. Only you can make this happen. We need your help.

I would like to commend members of the Policy Council that always answered the call. We would not have been able to fulfill our obligations without your commitment and dedication to Head Start. Thank you.

To the Sullivan County Head Start Board of Directors. Thank you for your loyalty, commitment and your belief in what the Head Start program stands for and the quality service it provides to children and families in Sullivan County.

To the staff of Sullivan County Head Start, my hat goes off to you. Regardless of the struggle, if we pull together and work as a team, Head Start will continue to rise as is indicated in the poem "Still I Rise" by Maya Angelou.

Bertha G. Williams

## Board Chairperson's Message

It is my pleasure to share with you the 2017-2018 Sullivan County Head Start, Inc. Annual Report. The report tells the story of who we are and what we do; it highlights our many successes and accomplishments and it continues to embrace Sullivan County Head Start's mission.

Our Agency's services are free to the County's low income children and families living at or below the poverty level as well as children with disabilities or other special needs. We strive to create a learning environment that develops cognitive, social, emotional, and physical skills. In addition to our early educational experiences, our comprehensive services, include needed health screenings, immunizations, dental services, referral services, nutritional meals and parental support. Our full day programs prepare our children for success in school and in life and assist in improving their family's quality of life.

During FY 2017-2018:

- ❖ 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 CACFP grant allowed us to provide over 135,000 nutritious meals and snacks to our children.
- We continued our collaboration with the Monticello Central School District, the Fallsburg School District, the N.Y.S. Unified Court System and Best Friends.
- We received \$7,010 from the County of Sullivan under the "I am Moving I am Learning" grant, to teach our children "healthy lifestyle" habits.
- Additionally, the County of Sullivan provided our Agency \$60,000.00 to help defray the cost of operating our programs.
- The Dose of Kindness Corporation provided classroom supplies and equipment to our Early Head Start program.
- The Newman Foundation awarded our agency \$5,000.00 to support our educational programs.
- The National Head Start Association provided us with a "Small Garden" grant.
- The Sullivan County Plans and Progress Program granted us \$10,000 to defray the renovation cost of our Food Pantry, and
- Best of all, we received a five year non-competitive designation from the Office of Head Start.

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 to preparing our children for lifelong success. 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: 6 Pre-school 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 (73)

Pre K (Monticello): 1 Pre-school class (19)

PPK (Monticello): 1 3 year old class (17)

Collaborative Room with Best Friends: 1 class (8)

Serving: 117 preschoolers

Hours: 8:00 a.m. – 3:00 p.m.

Funded enrollment – 243 – scheduled contact days 184 (1288 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 203 (1421 hours)

Funded Enrollment – Pregnant women 21



**Program Statistics 2017-18**

- Budget Head Start & Early Head Start.....\$4,009,190.25
- 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.....98
- Number of pregnant women served.....24
- Average monthly enrollment for Head Start .....243
- 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 36 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.....	\$10,378.12

Average Cost per Early Head Start Child .....\$13,376.32

Staff consists of: Executive Director, Fiscal Officer, Assistant Director, 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.....96
- 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 90% Head Start; 90% 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, 2018 100 % of the 243 Head Start children served during the 2017-2018 program year received a dental exam.
- ❖ Chosen to participate in the Eat Well, Play Hard program funded by the Department of Agriculture.
- ❖ 2017-2018 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.
- ❖ Awarded “Sullivan County Health & Wellness Gold Medal for Excellence”
- ❖ Awarded certificate of merit from Senator Bonacic for “Sullivan Wellness Champion”
- ❖ 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
- Cornell Cooperative Extension
- County of Sullivan
- Dr. Eric Bloom - Optometrist
- Dr. Philip Olsen – Dentist
- Early Intervention
- Fallsburg Central School District
- Fallsburg Police Department
- Foster Grandparents Program
- Harley Davidson Group
- Hudson River Health Care
- 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
- Prasad Children's Dental Health Project
- Sullivan County Public Health
- Sullivan County Child Care Council
- United Way

### 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.***



## 2017-2018 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

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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, 1<sup>st</sup> 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
<b>Dimensions</b>					
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 2015 National Grantee-Level Scores**

Domain	Mean	Domain	Mean	Domain	Mean
Emotional Support	6.03	Classroom Organization	5.80	Instructional Support	2.88

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.

April 2018 – March 2019 is our last year of the 5 year grant cycle. Starting with the new grant cycle April 2019 we will begin the new Federal monitoring review.