



"Opening Doors to Success"



2018
Annual Report



Administrative Office

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Over
50 YEARS
of OPPORTUNITY



Ouida Foster Toutebon



Tara Gales

Joint Letter from the Executive Director/ Board President

Delivering with Excellence

The old saying “time flies” certainly applies to the year 2018. From start to finish, everyone involved with Head Start of Rockland spent a whirlwind year ensuring the best for our most precious clients – your children.

This annual report highlights our successes and shines the spotlight on a couple of our former Head Start students who are now transitioning into the next stage of their lives – life during and after college. Our goal at Head Start is “School Preparedness,” and that relates to every aspect of your children’s education. We provide the foundation and deliver it with excellence because of our stellar staff.

We plan to continue delivering our educational services to more than 1,000 children throughout Rockland in 2019 and beyond. Growing and nurturing young minds showcases the power of the entire Head Start of Rockland, Inc. family because we believe every child is important.

On behalf of the staff of Head Start of Rockland, Inc., we continue to thank you for your support and generosity over the years.

Ouida Toutebon

Ouida Foster Toutebon
Executive Director
Head Start of Rockland, Inc.

Tara Gales

Tara Gales
Board President
Head Start of Rockland, Inc.

Board of Directors and Management Staff

Board of Directors

- Tara Gales, President
- Terri Evans, Treasurer
- Marva Hawkins, Secretary
- Tonette Earl
- Shante George
- Natalie Joseph
- C. Nicole Matthews
- Y. Andre Vital
- Avis Shelby

Management Staff

- Ouida Foster Toutebon, Executive Director
- Y. Tina Chan, Fiscal Director
- Frances Rivera, Program Operations Director
- Jennifer Gannon, Education Director
- Zenya Alvarez-Cleveland, Family & Community Engagement Director

Policy Council

- Maria Aybar, President
- Marie Dely, Vice President
- Christopher Jean Baptiste, Secretary
- Sandra Clement
- Feige Lewartowski
- Cinthia Llanos
- Jose Mazariego
- Brocha Schneebaig

- Margaret Diaz-Acosta, Health/
Nutrition Director
- Kira Davenport, Nyack Director
- Tanya Soto, Haverstraw Director
- Miriam Kahan, Spring Valley Director

In Memoriam



Edward F. Zigler, a psychologist and children's advocate who was a principal architect of the Head Start program, passed away in February 2019 at the age of 88.

In designing Head Start, Dr. Zigler called for schools to be neighborhood social service centers. He drew on his childhood poverty experiences as the catalyst for developing ideas to improve education for children, parents and schools. Dr. Zigler advised every president from John F. Kennedy to Barack Obama. Head Start began as a summer program for preschool children, expanded to fulltime and in 1970, under President Richard M. Nixon, Dr. Zigler was named the first full-time director of the Office of Child Development, which administered the Head Start program.

He helped draft the Child Development Act of 1971, passed by both houses of Congress, but ultimately vetoed by President Nixon. The bill would have provided child care for working mothers and poor families.

Dr. Zigler resigned from government and taught psychology and directed a center for the study of childhood development at Yale University, which dedicated the Edward Zigler Center in Child Development and Social Policy.

Thanks to Dr. Zigler more than 35 million children have gone through Head Start programs, which now serves more than 1 million children each year.

He was a staunch believer that Americans should be united by the cause of children. "I remember when I was in Washington they kept trying to get me to say whether I was a Republican or a Democrat," he told the Progressive magazine in 2002. "I just said, my politics are children. That's all I know anything about."



Our Mission

To provide high quality early childhood education, health, nutrition and family services to low income children and families in Rockland County, while being responsive and sensitive to a variety of cultures, traditions and practices. We help children and their families reach their optimal potential.

Core Values

- Establish a supportive learning environment for children, parents and staff.
- Recognize that the members of the Head Start community represent many cultures Head Start families and staff.
- Understand that the empowerment of families occurs when program governance is a responsibility shared by families, governing bodies and staff.
- Embrace a comprehensive vision of health for children, families and staff to meet basic health needs.
- Respect the importance of all aspects of an individual's development.
- Build a community in which each child and adult is treated as an individual.
- Foster relationships with the larger community
- Develop a continuum of care.



Educational Programs, Enrollment

Head Start & Early Head Start:

Center-based, federally funded-programs providing preschool education, nutrition, health and family services for children ages birth to five years.

Pre-School Special Education:

New York State-approved special education services (evaluation and assessment, therapy and integrated classroom programming) for preschool children.

Early Head Start Child Care Partnership (EHSCCP):

Collaboration with several child care programs to provide Early Head Start services to 112 children.

Parent Groups:

Advocacy forum for parents, providing an opportunity for empowerment, governance and parenting education.

Access to Head Start in Rockland County

852	194	\$9,986,061	8 Head Start Programs
Funded Head Start (HS) Slots for HS, EHS	Funded Early Head Start (EHS) Slots	FY18 Estimated Funding	12 Early Head Start Programs

These slots fill 68 classrooms in Rockland County

Number of children served who are/have ...

In foster care	3	With disabilities	171
Veteran/active military parents	5	Continuous accessibility to health care	1,128
Homeless	18	Continuous access to dental care	1,038

Number of children served who are/have ...

Received job training	206	Participated in health education	653	Parents who advanced their education level	143
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Early Head Start Home Base:

An integrated home setting program serving low-income families with children from birth to 3 years old, or a woman who is pregnant.

Universal Pre-Kindergarten:

Pre-kindergarten education in collaboration with all school districts within Rockland County.

Adult Literacy:

English as a Second Language (ESL) classes for beginning and intermediate students.



Total Number of Children and Families Served, Average Monthly Enrollment

Number of children and families: Average monthly enrollment:

Head Start	852 children	Head Start	100%
Early Head Start	82 children	Early Head Start	100%
EHSCCP	112 children	EHSCCP	100%
Total	1,046 children	(Percentages reflect average daily attendance for funded enrollment)	

Percentage of children enrolled receiving Medical and Dental Exams

Medical Examinations:	Dental Examinations:	Early Head Start CAPP:
Head Start	Head Start	Medical
Early Head Start	Early Head Start	Dental
100%	98%	100%
100%	61%	62%

The Head Start Advantage



Dariana M. Duran of Haverstraw, NY, walked into Emma Cruz’s Head Start class as a toddler in 1998. By the end of her first school year, Dariana’s imagination grew tremendously. She could tell you the story of an entire book, solely by looking at the pictures. Dariana’s enthusiasm helped excite her younger brother, Miguel, for his educational future. Once in high school, Dariana looked for ways to give back to her community. The encouragement of her former Head Start Family Worker (turned site director and now Head Start Programs Operations Director), Frances Rivera, led Dariana to volunteer where she started.

For three years, Dariana volunteered at Head Start. In transitioning to college, she also was the recipient of many scholarships, including one from the New York State Head Start Association, which led to her time at Rockland Community College as being tuition free. Dariana graduated from St. John’s University in May 2017, with a Bachelor’s Degree in Criminal Justice. She already has plans to attend graduate school. Both Dariana and her family believe that her two early years at Head Start was the catalyst for her impressive educational record. They are grateful for the opportunity, and moreover, the dedicated individuals who laid the ground work for a successful future.



There was nothing the brother-sister combo of **Bryan or Alexis Penn** of Upper Grandview, NY, felt they couldn’t do after entering Head Start as toddlers. Bryan received the immediate benefits of Head Start’s therapeutic analysis to assist with speech, while Alexis perfected her love of books by learning to read and spell elementary words. Beyond that, both Bryan and Alexis cognitive and social skills thanks to their Head Start background that carry them through today. Both were students in Miss Debbie (Jones) class at

Head Start, and in “paying back” all she has done, Bryan periodically works as an assistant to **Miss Debbie**. Alexis has worked at the Spring Valley Head Start office where she enjoys learning skills that are building her management capability. Bryan is a senior Criminal Justice major at St. Thomas Aquinas College in Sparkill; while Alexis will earn her Associate’s Degree in Liberal Arts from Rockland Community College in May 2019. She plans to transfer to complete a Bachelor’s in Mass Media in the fall of 2019. School readiness, life preparedness – those are life lessons that can never be measured but which are gained in Head Start.

Preparing Tomorrow’s Children

Head Start of Rockland, Inc., has established school readiness goals. These goals are defined as “the expectations of children’s status and progress across domains of language and literacy development, cognition and general knowledge, approaches to learning, physical health and well-being and motor development, and social and emotional development that will improve readiness for kindergarten goals.” The definition also states the school readiness goals “appropriately reflect the ages of children, birth to five, participating in the program.” Head Start views school readiness as children possessing the skills, knowledge, and attitudes necessary for success in school and for later learning and life.

Social/Emotional Development

Our children become more independent and confident through activities that teach them self-control, following rules and directions, making friends and group cooperation. In most cases, Head Start children can independently use the bathroom, put their coats on and take them off, eat with silverware unassisted and put their toys away – necessary skills for school.

Physical Development

Head Start children participate in numerous physical activities such as

balancing, running, jumping, throwing and catching. They also learn motor skills to help develop into children who can button coats, cut and write.

Cognitive Development

Through activities such as sorting, classifying, comparing, counting and making patterns, Head Start children develop cognitive thinking skills that enable them to solve problems and think logically. They also stimulate their creativity by working with crayons, paint, Playdough and other materials.

Language Development

Head Start children are encouraged to listen to and participate in conversations. Ongoing exposure to books helps them recognize letters and words and begin writing.

Head Start views school readiness as children possessing the skills, knowledge, and attitudes necessary for success in school and for later learning and life.

Parent Involvement/ Family Partnership



"I was introduced to Head Start when I became a mom at sixteen years old. As a single parent in the Early Head Start Home Base program, I learned how to be loving, caring, supportive, creative, and an overall better parent. Today, as a mother of seven children, I feel empowered seeing how far I have come. I have a daughter in Head Start, and I have peace of mind knowing that she is learning in a safe place and I can work a full time job. Head Start is family." – Angelica P., Parent

At Head Start of Rockland, parents can become more involved as members of the Parent Policy Council, which was formed to further include parents in the decision-making process. They can also engage by:

- Classroom volunteering
- Parent meeting coordination
- Providing training/information sessions to one another

Head Start of Rockland partners with parents to help them maintain their family life:

2017-2018 Program Year	Early Head Start	Head Start	EHS CCP	Total
Homeless Families that acquired Housing	3	3	4	10
Homeless Families	4	8	6	18
Housing Assistance	13	52	10	75
Received Adult Education Services	18	106	8	132
Received ESL Services	37	141	8	186
Received Parent Education Services	64	450	8	522
Received Emergency/ Crises Intervention	61	257	10	328
Average Daily Attendance for Program Year	91%	92%	91%	91%
Number of Children Served for Program Year	95	880	137	1112



Family & Community Engagement Statement on School Readiness

Goals of the Month

Outcomes Report is generated by using the internally developed School Readiness and Family Engagement Goal of the Month Brochures. The brochures were created by Education, Family Engagement and Nursing staff from Head Start of Rockland, Inc. These tools were developed to educate families about School Readiness Goals and to capture the levels of engagement the family has towards each goal. By receiving data from the families, the program is guided in ways to raise awareness about goals and teach families ways they can augment their child's learning. The brochures are available in English, Spanish, Creole and Yiddish.

For the 2017-2018 Program Year, we have designed every brochure to include the following types of questions:

- Literacy about the school readiness goals (reading books)
- How Health and Nutrition can be connected with school readiness goals
- Male involvement with school readiness goals
- Time spent at home on school readiness goals
- Activities that reinforce school readiness goals

We are a Great Place to Work

Our staff provides quality and excellent services. The majority work directly with children and families enrolled at our Head Start and Early Head Start centers. Management staff and support staff work at our administrative office in Haverstraw.

We Support Quality Teachers

Research shows that the more educated and skilled the teacher, the better the quality of services to children. We help our teachers improve their qualifications and we provide financial support for them to attend classes leading to associate and baccalaureate degrees in early childhood education. Federal law requires all Head Start teachers to have a minimum of an associate level degree, and all Early Head Start teachers must have a Child Development Associate Credential.

HEAD START STAFF-DIRECT RUN AND WEST STREET CCLC

7 Education Supervisors/Coordinators for Head Start & Early Head Start

- Masters Early Childhood Education (ECE) or a related degree (SED) – 7
- 47 Teachers
 - MS ECE or related degree – 28
 - BS ECE or related degree – 17
 - Associate ECE or related degree – 1
 - CDA – 1
 - Enrolled in MS ECE – 6
 - Enrolled in BS ECE – 1
- 72 Assistants
 - MS ECE or related degree – 2
 - BS ECE or related degree – 18
 - AA ECE or related degree – 8
 - CDA – 33
 - Enrolled in MS ECE – 4
 - Enrolled in AA ECE – 2
 - Enrolled in CDA – 7

EARLY HEAD START STAFF-DIRECT RUN AND WEST STREET CCLC

11 Toddler Teachers

- Infant/Toddler CDA – 11

5 EHS Home Visitors

- MSED Literacy – 1
- BA ECE or Related – 2
- AA ECE – 1
- AA PLN – 1

EARLY HEAD START STAFF – CHILD CARE PARTNERS

- Education Disabilities Coordinator - MS SPED – 1
- Infant/Toddler Teachers – 38
 - BA ECE or Related – 2
 - AA ECE or Related – 2
 - CDA -21
 - Enrolled in CDA 13
- Family Child Care Provider – 8
 - CDA – 3
 - Enrolled in Studies leading to a non-degree license, certificate or credentials – 5
- Family Child Care Specialist – 1
 - MS ECE – 1

NEW SQUARE CIC HEAD START

3 Supervisors/Coordinators

- Masters ECE or a related degree (SED) – 2
- BA ECE or related – 1

17 Teachers

- MS ECE or related field – 2
- BA ECE or related field – 5
- Associate ECE or related field – 10

42 Assistants

- AA ECE or related – 4
- CDA – 20
- CDA Enrolled in AA – 2
- Enrolled in AA ECE – 2
- Enrolled in CDA – 16

FCE Statement on School Readiness Goals of the Month Family Engagement and School Readiness

Outcomes Report is generated by using the internally developed School Readiness and Family Engagement Goal of the Month Brochures. The brochures were created by Education, Family Engagement and Nursing staff from Head Start of Rockland, Inc. These tools were developed to educate families about School Readiness Goals and to capture the levels of engagement the family has towards each goal. By receiving data from the families, the program is guided in ways to raise awareness about goals and teach families ways they can augment their child's learning. The brochures are available in English, Spanish, Creole and Yiddish. For the 2015–2016 Program Year we have designed every brochure to include the following types of questions:

- Literacy about the school readiness goal (reading books)
- How Health and Nutrition can be connected with the school readiness goal
- Male involvement with child on the school readiness goal
- Time spent at home on the school readiness goal
- Activities that reinforce the school readiness goal

Results of the Federal Review



From April 23, 2018 to April 27, 2018, the Administration for Children and Families (ACF) conducted a Focus Area Two Monitoring Review of Head Start of Rockland, Inc. Head Start and Early Head Start programs. Thank you to the Governing Body, Policy Council staff and parents of Head Start of Rockland, Inc. for their engagement in the review process.

The overall summary showed that Head Start of Rockland, Inc. maintains and is effective in; Program Management, Financial Management, Program Governance, ERSEA (eligibility, attendance and enrollment), Education and Child Development Services, Health Program Services and Family and Community Engagement Services. We had no deficiencies.

An onsite Classroom Assessment Scoring System (CLASS) was also conducted in preschool center-based classrooms, looking at three domains (emotional support, classroom observations and instructional support) and ten dimensions (positive climate, negative climate, teacher sensitivity, regard for student perspectives, behavior management, productivity, instructional learning formats, concept development, quality of feedback and language modeling) of teacher-child interactions. We are proud to report that Head Start of Rockland, Inc. classrooms scored above the national average in all domains and dimensions.

2018

HEAD START OF ROCKLAND, INC.

STATEMENT OF FINANCIAL POSITION

FEBRUARY 2018

ASSETS			
	Unrestricted	Temporarily Restricted	Total
Current assets:			
Cash and cash equivalents	\$ 657,008	\$ 24,113	\$ 681,121
Accounts receivable	1,561,127	-	1,561,127
TOTAL CURRENT ASSETS	2,218,135	24,113	2,242,248
Property & equipment, net of accumulated depreciation	6,534,084	-	6,534,084
TOTAL ASSETS	8,752,219	24,113	8,776,332
LIABILITIES AND NET ASSETS			
Current Liabilities:			
Line of credit	353,600	-	353,600
Current portion of notes payable	90,000	-	90,000
Accounts payable and accrued expenses	958,542	-	958,542
Deferred revenue	89,986	-	89,986
TOTAL CURRENT LIABILITIES	1,492,128	-	1,492,128
Notes payable, net of current portion	540,000	-	540,000
TOTAL LIABILITIES	2,032,128	-	2,032,128
Commitments and contingencies			
Net Assets:			
Unrestricted	6,720,091	-	6,720,091
Temporarily restricted	-	24,113	24,113
TOTAL NET ASSETS	6,720,091	24,113	6,744,204
TOTAL LIABILITIES AND NET ASSETS	8,752,219	24,113	8,776,332

STATEMENT OF ACTIVITIES

FEBRUARY 2018

SUPPORT AND REVENUE			
	Unrestricted	Temporarily Restricted	Total
Support:			
Contributions and other income	\$ 31,293	\$ 24,113	\$ 55,406
Donated supplies and services	952,274	-	952,274
TOTAL SUPPORT	983,567	24,113	1,007,680
Revenue:			
Federal grants – Head Start	9,689,767	-	9,689,767
Federal grants – CACFP	428,447	-	428,447
Federal grants- Foster Grandparent Program	329,092	-	329,092
Program service fees	3,190,845	-	3,190,845
State and county grants	217,246	-	217,246
Miscellaneous income	2,656	-	2,656
Net assets released from restrictions	32,160	(32,160)	-
TOTAL REVENUE	13,890,213	(32,160)	13,858,053
TOTAL SUPPORT AND REVENUE	14,873,780	(8,047)	14,865,733
EXPENSES			
Program services	13,262,418	-	13,262,418
Supporting services	1,718,668	-	1,718,668
TOTAL EXPENSES	14,981,086	-	14,981,086
CHANGE IN NET ASSETS	(107,306)	(8,047)	(115,353)
Net assets, beginning of year	6,827,397	32,160	6,859,557
Net assets, end of year	6,720,091	24,113	6,744,204

Support and Contributions

By making a charitable contribution to Head Start of Rockland, you are making an investment in the long-term education, health and well-being of low income children and their families living in Rockland County. Your gift will help us sustain and ensure the academic, social and lifetime success of these children. To make a donation or for more information, contact our office at (845) 429-4122 or visit www.headstartofrockland.org.

Ways to GIVE





Collaborations

Affinity Health	New Square Community Improvement Council
American Red Cross	New York University
Child Care Resources of Rockland, Inc.	North Rockland Central School District
Center for Safety and Change	Nyack Center
Chiku Awali	Nyack Collaborative
Clarkstown Public Schools	Nyack College
Community Outreach Center	Nyack Library
Cornell Cooperative Extension	Nyack Public Schools
D.A.R.E	Palisades Presbyterian Church
Dominican College	Project SHTEIG
Dr. Bina Bhatia, DDS	Refuah
East Ramapo Central School District	Retired Seniors Volunteer Program
Eat Smart New York	Rockland County Department of Aging
EPIC	Rockland County Department of Health
Fairmount Baptist Church	Rockland County Department of Social Services
Fidelis Care	Rockland County Youth Bureau
Finkelstein Library	SHARE 24/7
Food Bank of Hudson Valley	South Orangetown Public Schools
Fordham University	Spring Valley Collaborative
HASCO	St. Thomas Aquinas College
Haverstraw Collaborative	TD Charitable Foundation
Haverstraw Day Care	Teacher Guly
Haverstraw Kings Daughters Public Library	Teacher Mommy
Healthy Smiles	Town of Haverstraw
Hudson Healthcare	Town of Ramapo
Interaction Child Care	United Way of Rockland County
Kids in Action, NY	VCS
Kinderhouse	Village of Haverstraw
Kurz Foundation	Village of Nyack
Lil' Einstein	Viznitz Pre-School
Long Island University	Western Collaborative
Macy's	West St. Child Care Learning Center
Meals on Wheels of Rockland	Youthfest
Mercy College	21C
Montclair College	

Assistance is available in English, Spanish, Haitian Creole, French and Yiddish

Administrative Offices
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