



# 2019 Annual Report

"Empowering Families, Strengthening  
Our Community"



Providing children with the tools for school readiness serves as our foundation.

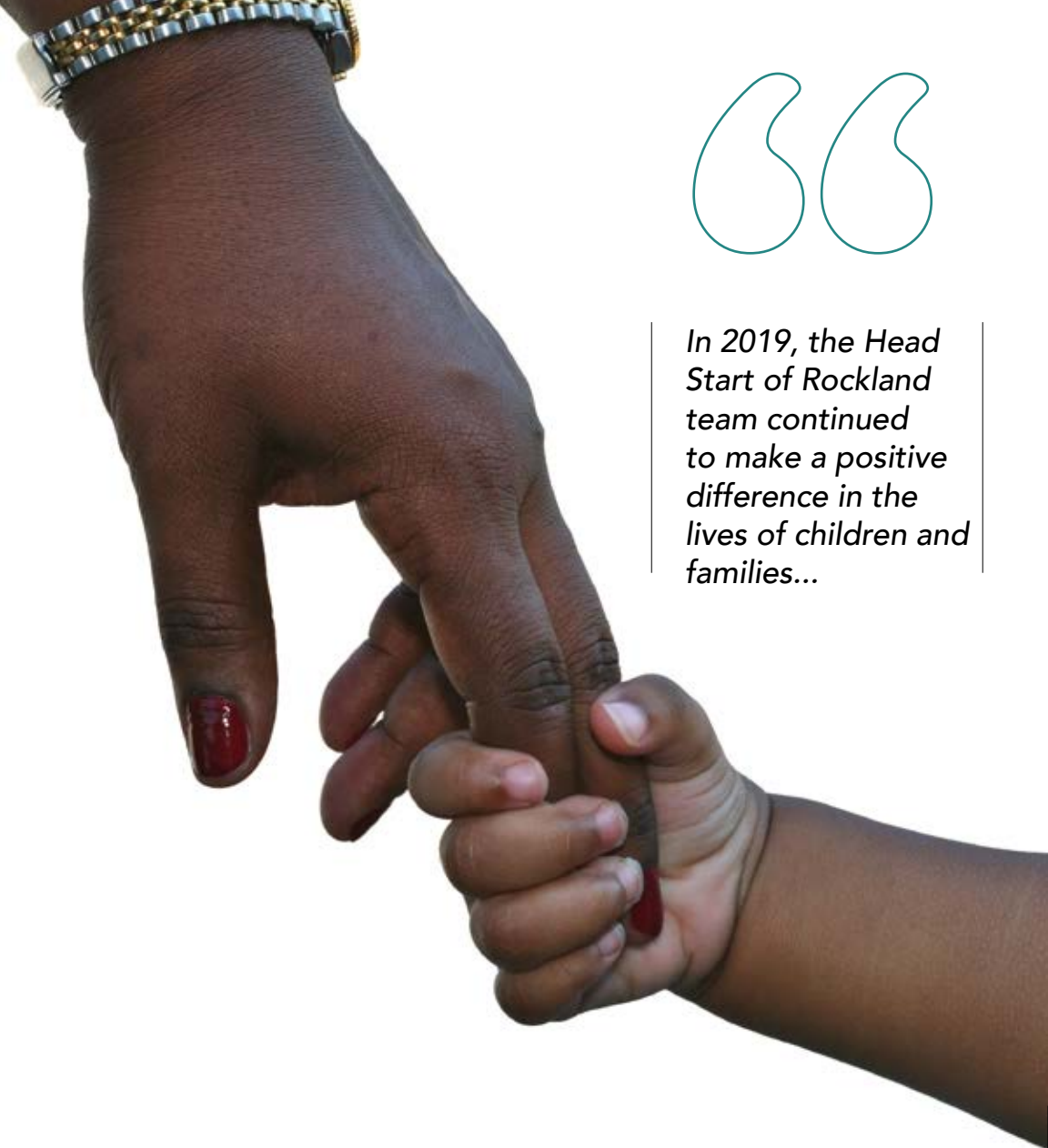


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*In 2019, the Head Start of Rockland team continued to make a positive difference in the lives of children and families...*



*Over*

**YEARS**  
*of* **OPPORTUNITY**

**HEAD START | 1965-2015**



Ouida Foster Toutebon



Tara Gales

## Joint Letter from the Executive Director/ Board President

For more than 50 years, Head Start of Rockland has been strengthening the Rockland community by empowering families to give their children a solid start through education.

We relentlessly strive to maintain high-quality early education and comprehensive services through our ongoing program assessment and continuous improvement strategies. And we're successful! In 2019, the Head Start of Rockland team continued to make a positive difference in the lives of children and families through a multitude of experiences delivered expertly by our steadfast early educators and caring comprehensive services staff – each and every day. We were assisted by a strong and dedicated Board of Directors, a fully-invested Policy Council and a circle of community partners who believe in our mission and want to see children thrive as they receive education for life.

As you read this annual report, do so with a mindset of what it takes to shape and influence the next generation. Providing children with the tools for school readiness serves as our foundation. We know the importance of every child and we will continue to deliver with excellence. On behalf of the staff of Head Start of Rockland, Inc., thank you for your support and generosity.

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

Tara Gales  
Board President  
Head Start of Rockland, Inc.

# Board of Directors and Management Staff



## Board of Directors

- Tara Gales, President
- C. Nicole Gladden Matthews, Esq.  
Vice President
- Marva Hawkins, Secretary
- Terri Evans, Treasurer
- Maria Aybar
- Tonette Earl
- Shante George
- Susan Jean-Louis
- Natalie Joseph
- Avis Shelby
- Y. Andre Vital, Esq.



## Policy Council

- Katie Montoya, President (Haverstraw)
- Christopher Jean Baptiste  
(Interaction Child Care)
- Erendira Flores (Spring Valley)
- Tammy Goss (Community Representative)
- Jose Mazariego (Nyack)
- Junie Jean Noel (West Street CCLC)
- Fortino Olivares (Haverstraw)
- Tasheema Shorter (Spring Valley)
- Danielle Richie (West Street CCLC)
- Chrystina Vital (Nyack)



## Management Staff

- Ouida Foster Toutebon,  
*Executive Director*
- Frances Rivera, Program  
*Operations Director*
- Jennifer Gannon, *Education Director*
- Zenya Alvarez-Cleveland, *Family &  
Community Engagement Director*
- Margaret Diaz-Acosta, *Health/  
Nutrition Director*
- Gerard Gesinger, *Benefits Coordinator  
& Safety*
- Kira Davenport, *Nyack Director*
- Tanya Soto, *Haverstraw Director*
- Miriam Kahan, *Spring Valley Director*



## 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 – center-based and family child care – to provide Early Head Start services.

## Parent Groups:

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

## 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:

Head Start	852 children
Early Head Start	82 children
EHSCCP	112 children
<b>Total</b>	<b>1,046 children</b>

## Average Monthly Enrollment:

Head Start	94%
Early Head Start	91%
EHSCCP	91%

(Percentages reflect average daily attendance for funded enrollment)

Percentage of children enrolled receiving medical and dental exams

## Medical Examinations:

Head Start	95%
Early Head Start	84%

## Dental Examinations:

Head Start	97%
Early Head Start	84%

## Early Head Start CCpp:

Medical	100%
Dental	86%





# 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.***

# The Head Start Village

There's a saying, "It takes a village to raise a family." For Head Start, it's true. Our success can be credited to the collective efforts of the Head Start staff, parents, foster grandparents, and children. Take a look!

Fathers and Daughters



Sons



Fathers and sons



Fathers and sons



Daughters



Foster grandparents:



Daughters



Mothers and Sons



Staff



Sons



Fathers and sons



Daughters



Fathers and sons



Daughters



Fathers and Daughters



# Parent Involvement/ Family Partnership

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:

2018-2019 Program Year	Early Head Start	Head Start	EHS CCP	Total
Homeless Families that acquired Housing	1	2	2	5
Homeless Families	2	9	8	19
Housing Assistance	9	53	18	80
Received Adult Education Services	16	54	5	75
Received ESL Services	17	81	4	102
Received Parent Education Services	34	417	29	480
Job Training	2	40	6	48
Health Education	28	349	27	404
Advanced Education in Program	22	96	9	127
Received Emergency/ Crises Intervention	33	218	2	253
# of Children Served	90	892	154	1136
In Foster Care	0	1	1	2
Military/Veteran	1	6	1	8



*...the program is guided in ways to raise awareness about goals and teach families ways they can augment their child's learning.*

## 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. 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 (SEO) – 7

### 42 Teachers

- MS ECE or related degree – 29
- BS ECE or related degree – 10
- Associate ECE or related degree – 2
- CDA – 1

### 72 Assistants

- MS ECE or related degree – 2
- BS ECE or related degree – 12
- AA ECE or related degree – 9
- CDA -38
- High School Diploma – 5
- Enrolled in MS ECE – 2
- Enrolled in AA ECE – 3
- Enrolled in CDA – 1

## Early Head Start Staff-Direct Run and West Street CCLC

### 11 Toddler Teachers

- BA – 1
- Infant/Toddler CDA – 10

### 5 EHS Home Visitors

- BA ECE or related – 3
- CDA/FWC –1
- AA ECE –1

## Early Head Start Staff – Child Care Partners

### 1 Education Disabilities Coordinator – MS SPED

### 28 Infant/Toddler Teachers

- AA ECE or related – 2
- CDA –18
- Enrolled in CDA– 8

### 6 Family Child Care Provider

- CDA – 6

### 17 Teachers

- MS ECE or related field – 1
- BA ECE or related field – 6
- Associate ECE or related field – 10

### 42 Assistants

- AA ECE or related – 2
- CDA – 8
- CDA Enrolled in AA – 1
- Enrolled in AA ECE – 13
- Enrolled in CDA – 7
- HS Diploma – 11





*The majority work directly with children and families enrolled at our Head Start and Early Head Start centers.*



## Results of the Federal Review



As of January 2019, Head Start of Rockland, Inc. was found as meeting all applicable laws, rules and regulations of the Head Start and Early Head Start Program. We wish to thank the Board of Directors, Policy Council Members, Parents and Staff for their participation.

*Based on the information gathered, no area of non-compliance was found during the course of the review.*

# 2019

Head Start of Rockland, Inc.

## Statement Of Financial Position

February 2019

### Assets

	Unrestricted	Temporarily Restricted	Total
<b>Current assets:</b>			
Cash and cash equivalents	\$ 657,008	\$ 24,113	\$ 681,121
Accounts receivable	1,561,127	-	1,561,127
<b>Total Current Assets</b>	<b>2,218,135</b>	<b>24,113</b>	<b>2,242,248</b>
Property & equipment, net of accumulated depreciation	6,534,084	-	6,534,084
<b>Total Assets</b>	<b>8,752,219</b>	<b>24,113</b>	<b>8,776,332</b>

### Liabilities and Net Assets

<b>Current Liabilities:</b>			
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
<b>Total Current Liabilities</b>	<b>1,492,128</b>	<b>-</b>	<b>1,492,128</b>
Notes payable, net of current portion	540,000	-	540,000
<b>Total Liabilities</b>	<b>2,032,128</b>	<b>-</b>	<b>2,032,128</b>
<b>Net Assets:</b>			
Unrestricted	6,720,091	-	6,720,091
Temporarily Restricted	-	24,113	24,113
<b>Total Net Assets</b>	<b>6,720,091</b>	<b>24,113</b>	<b>6,744,204</b>
<b>Total Liabilities and Net Assets</b>	<b>8,752,219</b>	<b>24,113</b>	<b>8,776,332</b>



## Head Start of Rockland, Inc. Statement Of Activities

For The Year Ended February 28, 2019

### Support and Revenue

	Unrestricted	Temporarily Restricted	Total
<b>Support:</b>			
Contributions and other income	\$ 31,293	\$ 24,113	\$ 55,406
Donated supplies and services	952,274	-	952,274
<b>Total Support</b>	<b>983,567</b>	<b>24,113</b>	<b>1,007,680</b>
<b>Revenue:</b>			
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)	-
<b>Total Revenue</b>	<b>13,890,213</b>	<b>(32,160)</b>	<b>13,858,053</b>
<b>Total Support and Revenue</b>	<b>14,873,780</b>	<b>(8,047)</b>	<b>14,865,733</b>

### Expenses

Program services	13,262,418	-	13,262,418
Supporting services	1,718,668	-	1,718,668
<b>Total Expenses</b>	<b>14,981,086</b>	<b>-</b>	<b>14,981,086</b>
<b>Change In Net Assets</b>	<b>(107,306)</b>	<b>(8,047)</b>	<b>(115,353)</b>
Net assets, beginning of year	6,827,397	32,160	6,859,557
Net assets, end of year	6,720,091	24,1113	6,744,204

# Support and Contributions





# Ways to GIVE

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](http://www.headstartofrockland.org).



## Collaborations

Affinity Health  
American Red Cross  
Child Care Resources of Rockland, Inc.  
Center for Safety and Change  
Chiku Awali  
Clarkstown Public Schools  
Community Outreach Center  
Cornell Cooperative Extension  
D.A.R.E  
Dominican College  
Dr. Bina Bhatia, DDS  
East Ramapo Central School District  
Eat Smart New York  
EPIC  
Fairmount Baptist Church  
Fidelis Care  
Finkelstein Library  
Food Bank of Hudson Valley  
Fordham University  
HASCO  
Haverstraw Collaborative  
Haverstraw Day Care  
Haverstraw Kings Daughters Public Library  
Healthy Smiles  
Hudson Healthcare  
Interaction Child Care  
Kids in Action, NY  
Kinderhouse  
Kruz Foundation  
Lil' Einstein  
Long Island University  
Macy's  
Meals on Wheels of Rockland  
Mercy College  
Montclair College

New Square Community Improvement Council  
New York University  
North Rockland Central School District  
Nyack Center  
Nyack Collaborative  
Nyack College  
Nyack Library  
Nyack Public Schools  
Palisades Presbyterian Church  
Project SHTEIG  
Refuah  
Retired Seniors Volunteer Program  
Rockland County Department of Aging  
Rockland County Department of Health  
Rockland County Department of Social Services  
Rockland County Youth Bureau  
SHARE 24/7  
South Orangetown Public Schools  
Spring Valley Collaborative  
St. Thomas Aquinas College  
TD Charitable Foundation  
Teacher Guly  
Teacher Mommy  
Town of Haverstraw  
Town of Ramapo  
United Way of Rockland County  
VCS  
Village of Haverstraw  
Village of Nyack  
Viznitz Pre-School  
Western Collaborative  
West St. Child Care Learning Center  
Youthfest  
21C

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

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